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# Sales Management

For The Man in Charge of Sales and Advertising



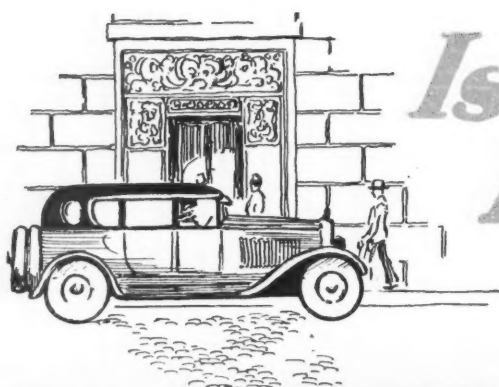
**Why Oil-O-Matic Sales This Year Will  
Exceed the Total of the Past Seven Years**

The Men on the Cover: [Right] C. U. WILLIAMS, President  
[Left] LAWRENCE L. SMITH, Sales Manager  
WILLIAMS OIL-O-MATIC HEATING CORPORATION

SEPTEMBER 4, 1926

**A Dartnell  
Publication**

TWENTY CENTS



# Is the Turtle Losing Out?



*No matter what your catalog needs may be, you can profitably use Heinn Loose-Leaf Catalog Binders. Ask for complete information without obligation. Write today.*

**I**N OLDEN times, so Aesop tells, the turtle won the race. But today in the business world, consistency has been added to speed, and the plodder is left far behind.

It's the speed with which you get to dealers that counts. They must know when prices change, when items are added or discontinued. Shifting markets and fast moving conditions have made this imperative. Dealers must protect their profits.

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Then, too, the Heinn Company originated the loose-leaf system of cataloging. Beauty in appearance—simplicity in operation—durability in construction—these are inbuilt advantages that reflect pioneering years of manufacturing and selling experience.

## THE HEINN COMPANY

*Originators of the Loose-Leaf System of Cataloging*

349 Florida Street

Milwaukee, Wis.

# HEINN BINDERS

*~ day ~ by ~ day catalogs  
that last year ~ after ~ year*

# Buffalo the Wonder City of America

## The Year of Greatest Growth

The Buffalo Evening News—always  
outstanding among six-day papers in

### Circulation and Advertising Volume *has attained its greatest growth in 1926!*

*Here is the record up to and including July—*

Advertising		Circulation	
In Agate Lines		Net Paid Average Daily	
January . . . .	1,080,192	January . . . .	138,295
February . . . .	1,055,853	February . . . .	141,017
March . . . . .	1,456,101	March . . . . .	143,052
April . . . . .	1,565,215	April . . . . .	143,965
May . . . . .	1,461,484	May . . . . .	142,966
June . . . . .	1,393,846	June . . . . .	145,735
July . . . . .	1,148,319	July . . . . .	147,636

In circulation the News is rapidly approaching the 150,000 mark. In advertising volume it appears that the News will carry about sixteen million lines in 1926. That nearly everybody in Western New York reads the News is no mere advertising phrase—it's a fact. And because of that fact advertisers find it profitable to use the NEWS.

*Cover the Buffalo Market with the*

## BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

Marbridge Bldg., New York, N. Y.  
Waterman Bldg., Boston, Mass.

KELLY-SMITH CO.  
National Representatives

Tribune Tower, Chicago, Ill.  
Atlantic Bldg., Philadelphia, Pa.

## Addressed to Sales Managers:

WHILE on your vacation, will you be worrying about SALES? Will they take a summer slump? Or will your advertising in our markets keep the line on your sales chart mounting?

Here are three PROSPEROUS fields awaiting your cultivation. Are you taking advantage of their possibilities as they relate to your products? If not, then—

### BRICK and CLAY RECORD

Annual Sales  
\$350,000,000  
of  
Clay Products

Annual Purchases  
\$76,000,000  
for Equipment,  
Fuel, Power

### BUILDING SUPPLY NEWS

Annual Sales  
\$700,000,000  
of  
Building Supplies

Annual Purchases  
\$20,000,000  
for Material Hand-  
ling Machinery

### CERAMIC INDUSTRY

3 markets in one—  
Glass, Enamel,  
Pottery,  
with basically  
similar chemical  
problems

A diversified field  
using all forms of  
Power,  
Heat-Production  
and Handling  
Equipment

SEND FOR an analysis of the market as it applies to your particular product. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

**Industrial Publications, Inc.**  
407 S. Dearborn Street CHICAGO  
Members: A. B. C. and A. B. P.

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading*

#### ADVERTISING

For years the Borden Company had been advertising its Eagle Brand condensed milk for the use of infants. Practically all of its advertising was directed to this one market. Investigation revealed the fact, however, that only about 40 per cent of its output was being used by infants, the other 60 per cent being put to various uses by adults. How the company is developing this greater market through an advertising campaign is explained in an article, "The Borden Company Finds a Diamond Mine In Its Own Back Yard," on page 335.

#### DISTRIBUTION

"Why Oil-O-Matic Sales in 1926 Will Exceed the \$20,000,000 Total of the Past Seven Years" is told in an interview by John L. Scott with C. U. Williams, president, and Lawrence L. Smith, general sales manager of the Williams Oil-O-Matic Heating Corporation, in the leading article of this issue of *Sales Management*. Realizing that its success is limited by the success of its dealer organization, this company has outlined a "Dealer Procedure Plan" which carries the dealer through every stage in the sale of oil burners from locating prospects to installing and servicing burners. Page 333.

#### FOREIGN SELLING

The scene in Philip S. Salisbury's series of articles describing sales practices in foreign countries shifts in this issue from Germany to France, where he finds both French and American companies engaged in the somewhat difficult task of keeping posted on the constant fluctuations of the franc. "The French Are Buying, Not Because of Us, But In Spite of Us," is the title of Mr. Salisbury's article on page 337.

#### HIRING SALESMEN

Instead of seeking in other lines of business or other concerns in the same industry for experienced salesmen, John R. Morton tells of one company which recruits its sales force principally from among its own office and factory employees. In an article, "We Locate and Develop Selling Ability Within Our Own Organization," on page 338, it is explained how unexpected departments of a business can furnish valuable sales material.

#### LEGAL MATTERS

The Federal Trade Commission, in a formal complaint against James S. Kirk & Company, is attempting to limit the term "Castile soap" to the meaning it held when first introduced many years ago. Page 364.

#### SALES CAMPAIGNS

In less than two months after Willys-Overland, Inc., introduced the new Whippet car, 40,000 of them had been sold and 15,000,000 people had seen them on display in one week in the 5,000 showrooms throughout the country. L. G. Peed, general sales manager of Willys-Overland, Inc., on page 347 describes "The Sales and Advertising Campaign That Sold 40,000 Whippet Cars in Fifty-One Days."

#### SALES CONTESTS

"There is a strong temptation for any salesman, no matter how good he is, to get into a rut, particularly if he has worked the same territory and the same line for many years," declares D. H. Steele, director of sales, Wilson Brothers, in an article entitled, "Big Twelve' Club Keeps Wilson Brothers' Men on Their Toes," on page 351.

#### SALES LITERATURE

"Printed Things" for this issue contains articles describing "Owner Prestige as a Sales Argument," "A Direct Mail Campaign That Sells One Out of Four," "Setting the Stage for the New Model," "Fighting Mail Order Competition With Its Own Advertising Weapons," "How to Sell Window Displays to Dealers," "Sales Literature That Appeals to Children," and "Internal House Organs that Really Interest Employees." Page 369.

#### SALES POLICY

A protest against the somewhat prevalent practice of "campaigning" and "driving" for business through the use of what the author calls "hysterical selling," is contained in an article by a Western Sales Manager on page 341, entitled, "Why I Don't Believe in 'Ballyhoo' Selling Methods."

Edwin R. Masback, president of the Masback Hardware Company, New York, in an article on page 355 relates the experiences of his company in analyzing its selling methods and putting certain radical changes into effect. "We Took Our Business Apart and Found What Held Us Back" is the subject of Mr. Masback's discussion.

#### SALES MANAGEMENT

"If We Insist on Brilliant Salesmen Must We Be Content With Higher Turnover?" is the question expounded by Eugene Whitmore in an article on page 342. The experiences of H. L. Simpson, sales manager of the United Drug Company; J. L. Wilson, president of Clawson & Wilson Company, and other sales executives in handling salesmen, contribute to the discussion.

#### SALESMEN'S COMPENSATION

The unusual plan of the Olds-Detroit branch in paying salesmen straight salaries, with occasional bonuses, is explained by D. G. Baird in discussing the subject, "This Compensation Plan Evens Up Salesmen's Yearly Earnings," on page 359.

#### TRADE PROBLEMS

Up until a year or so ago the popular question among everyone connected with the radio industry was, "What's the Matter with Radio?" With the elimination of unqualified dealers and manufacturers, however, and a constant improvement in sales and production methods, the business is rapidly becoming established on a substantial foundation, as Will Whitmore points out in an article, "Radio Industry Stands at Threshold of Real Prosperity," on page 345.



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# Sales Management

Published Every-Other-Saturday for Those  
Marketing Through National Sales Organizations

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER FIVE

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*Edited by John Cameron Aspley*

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Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

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## Add Six Cents a Line

For only six cents a line you may add Troy to your New York State newspaper list and cover a community of more than 118,000 population.

Troy has its own large business section, its own large department stores, its own thriving wholesale and retail business entirely distinct from that of Albany.

So thoroughly is Troy's metropolitan district served by The Troy Record that outside newspapers have here never gained a foothold.

Within four miles of Troy's City Hall there are 118,000 people reached only by Troy's dominant daily.

## THE TROY RECORD

National Advertising  
Representatives:

CHAS. H. EDDY COMPANY

NEW YORK: Park-Lexington Bldg.

CHICAGO: Wrigley Bldg.

BOSTON: Old South Bldg.



Courtesy The Pullman Company.

ARTHUR W. SULLIVAN has been appointed general sales manager of the Tide Water Oil Sales Corporation. He had previously been sales development and advertising manager of both the Sales Corporation and the Tide Water Oil Company. Mr. Sullivan joined the organization the first of the year, after serving with the Joseph Richards Company, Inc., as vice president for seven years. Previous to that time he had been advertising manager of the Vacuum Oil Company. He is succeeded as sales development and advertising manager by WILLIAM C. GITTINGER.

HARVEY E. GOLDEN, for many years in charge of exporting for Edward Miller and Company, Meriden, and later in charge of export activities of the General Fireproofing Company, New York City, has been appointed Chicago manager of the Florence Stove Company, Boston.

GREENVILLE TALBOTT has been advanced from the position of associate editor of the *Fourth Estate* to that of editor, while THOMAS BARRETT, formerly associate editor, has been made managing editor.

R. M. SMITH, of Columbus, Ohio, has resigned his position as sales manager of the William S. Merrell Company, Cincinnati, manufacturer of pharmaceuticals. He expects to enter the drug and chemical business again after several weeks' rest.

GEORGE F. NIEBERG, formerly connected with the Hearst newspapers and, until recently, assistant publisher of the *Washington Times*, has been appointed eastern manager of *Capper's Weekly*, with offices in New York City.

W. E. D. SCHWARTZ, formerly of the *Detroit Times*, has joined the sales staff of Walker and Company, Detroit outdoor advertising agency.

STANLY H. TWIST, for the past three years president and publisher of *Office Equipment Catalogue*, and for five years prior to that advertising manager and assistant sales manager of Ditto, Inc., Chicago, has become identified with the Gilman Fanfold Corporation, Ltd., of Niagara Falls, as advertising manager. Mr. Twist was formerly a director in the Association of National Advertisers and in the National Association of Office Appliance Manufacturers.

PAUL DAVIS has become associated with the Royal Palm Nurseries, Oneco, Florida, to direct advertising, publicity and allied sales activities. After October 1, Mr. Davis will be regularly connected with the Oneco offices.

The Topics Publishing Company, New York City, has appointed ARTHUR A. STARIN service manager to take the place of Murray Breese, who has been made managing editor of *Drug Topics*, *Wholesale Druggist*, *Display Topics* and *Drug Trade News*.

A. L. HUMPHREY, chairman of the board of the Westinghouse Union Battery Company, has announced the following changes in the sales, engineering and executive organization:

C. H. SMITH, vice president and general manager, has been made president and general manager; D. W. SOUSER has been appointed assistant to the president; J. K. ROSS DUGGAN, manager of exports, has been promoted to vice president of sales; J. L. RUPP, sales manager, has been made vice president of engineering, and G. B. CUSHING, assistant sales manager, has been promoted to the position of sales manager.

PHILIP O. DEITSCH, formerly with the National Better Business Bureau, New York, has joined the staff of Klau-Van Pietersom-Dunlap-Younggreen, Inc., of Milwaukee.

FRANK F. STEFFEN, who has been a member of the organization of the Worthington Pump and Machinery Corporation for fourteen years, was recently made manager of sales at the Deane works of that company.

MASON BRITTON is president of the McGraw Catalog and Directory Company, Inc., the organization which was formed recently to publish condensed catalogs and directories. JAMES H. MCGRAW, JR., is treasurer of the new company. ROBERT WOLFEERS becomes vice president and general manager, and RALPH BECKER, vice president and sales manager. C. H. THOMPSON is secretary. Both Mr. Britton and Mr. McGraw are vice presidents of the McGraw-Hill Publishing Company.

FRED E. DAYTON has been appointed sales manager of the Conde Nast Press, of Greenwich, Connecticut.

# Sales Management

A Dartnell  Publication

Volume Eleven

Chicago, September 4, 1926

Number Five

## Why Oil-O-Matic Sales in 1926 Will Exceed the \$20,000,000 Total of the Past Seven Years

An interview by John L. Scott with

**C. U. Williams, President and L. L. Smith, Sales Manager**  
Williams Oil-O-Matic Heating Corporation, Bloomington, Illinois

**B**ETWEEN 1919, when the first six Oil-O-Matic burners were placed in service, and the beginning of 1926, the buying public had invested some \$20,000,000 in Oil-O-Matic equipment. This year's sales will exceed the total of all previous years; or, in other words, the number of burners sold this year, according to present production figures, will equal the 30,000 which have been installed since the Williams Oil-O-Matic Heating Corporation was founded seven years ago.

For the first few years, affairs of the company progressed slowly. Each year brought slight increases in sales, but it was not until 1923, when 2,000 burners were produced, that the business began to assume impressive proportions. In 1924, the output jumped to 7,000; and by the close of 1925, 13,500 additional burners were in use. Another 100 per cent increase for 1926 now is practically a certainty.

The remarkable part of this expansion is the fact that prior to the company's entrance into the industry, there was no precedent in the sale of oil burners. Oil burners were new; the public was not acquainted with oil heat, so it was necessary, first of all, to do extensive educational work along lines

of convenience, safety, comfort and cleanliness.

In the second place, no established retail outlets were available. Distributors had to be created from among plumbing and heating contractors, automobile equipment dealers, and merchants in other lines of business. Then, there was the problem of training dealers and service men to install oil burners properly, as it was realized that a poor burner well installed was better than a good one poorly installed.

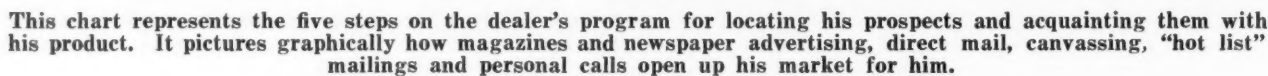
### Depends Upon Dealer Success

These three obstacles have been overcome through the proper selection, training and supervision of dealers, for Oil-O-Matic success has depended upon the success of its dealer organization to a larger extent than is found in practically any other industry. All the company's sales policies are directed toward the one purpose of helping the dealer sell; the factory representatives are not so much concerned with selling big stocks to dealers as they are with making certain that the dealers are properly instructed in the principles of selling them, for if they know how to sell, their stocks will take care of themselves.

An underlying policy of the company—one which has had more to do with its growth, probably, than anything else—is the importance placed upon cultivating limited areas intensively rather than spreading efforts thinly over an entire territory. This policy of concentration is worked out through the dealer organization as well as among the factory representatives, or district managers.

Just as a dealer's salesman can make more sales by calling on many prospects in one neighborhood than he can by seeing a few in different parts of his territory, so the district managers concentrate on establishing retail outlets in points close to the cities and towns where the company is already represented. It is better, they have found, to devote their time to packing adequate representation into one state or a few adjoining counties, than to have the same number of dealers scattered over an entire section of the country.

Practically all sales managers post conspicuously in their offices well-tacked maps to show the extent of their distribution. As a companion to this one, there is another map in the Oil-O-Matic sales offices showing the other side of



SALES MANAGEMENT—SEPTEMBER 4, 1926

# Borden Company Finds a Diamond Mine in Its Own Back Yard

When It Was Discovered That Advertising Covered Only 40 Per Cent of the Market, a Campaign Was Begun to Develop the Other 60 Per Cent

**I**N HIS famous "Acres of Diamonds" address, Dr. Russell H. Conwell told the story of the Persian farmer who sold his land and went into a far country to look for diamonds. While he was away one of the most famous diamond mines in the world was discovered in the acres he had sold.

Today, many manufacturers are pursuing the same policy. They are literally traveling into far markets, away from their natural outlets, seeking a mythical Kimberley when there are acres of prospects and profits in their own familiar fields if they will, like the Borden Company, only dig deep enough.

## Seeking Bigger Outlet

Recently the Borden Company, America's oldest manufacturer of canned milk, felt that there must be a wider use for its Eagle Brand condensed milk. Instead of going into new far-off fields, the company dug deep into its old markets. For a long time the organization had suspected that there must be other possible uses for condensed milk which had not yet been developed. Following out its suspicions, thousands of housewives throughout the country were interviewed.

In this investigation acres of new facts, worth their weight in diamonds, were unearthed. This research proved to the company's satisfaction that the market at which it had long been aiming was still a good one. The company thought that most of its condensed milk was used in feeding babies. For this reason, during the past ten years, Borden has directed all of its advertising and sales efforts to increase the consumption of its product in this direction. The value of the product as a food for babies and under-nourished children, has been the company's one great appeal. It has been a successful appeal, too. Sales have increased

steadily. Fluctuations in the business have been rare.

But the surprising thing that the investigation brought out, is that not more than 40 per cent of the company's condensed milk is being used as a food for little children. The other 60 per cent of the output was being used as an accompaniment to coffee, and as an ingredient in cooking where both milk and sugar is required. The management always knew that much of its product was used in this manner, but it never suspected that such a large percentage was being consumed by adults. It was easy enough for the company to miss the fact that the breakfast table was its biggest market. Of course, this change came about gradually. The habit of using condensed milk in coffee, like so many other things, started during the war. Sugar was scarce and people found that condensed milk supplied, not only cream, but also sugar. Undoubtedly, many persons used the product in this way even before the war, but the custom was not general.

## Steady Sales Increase

A factor that complicated the situation, is that the baby market was always increasing. The birth rate in the United States is a constant factor. Any product being sold for babies, even though it is used this way exclusively, will show a steady annual increase. The Borden Company naturally attributed its satisfactory jump in annual sales, to the fact that the baby crop was increasing, each year, in about that same proportion.

When the company made this surprising discovery about its market it, of course, immediately saw that it would be necessary for it to make a change in its advertising and sales appeal. While only 40 per cent of the product is being used as a baby food, practically 100

per cent of the Borden Company's advertising and sales efforts, has been concentrated on the baby market. The 60 per cent of the product being used in the dining room, had attained this tremendous volume of sale without any selling or advertising support. The company now sees that if its condensed milk succeeded in winning such splendid patronage without any sales help, the patronage it can win in that direction with sales help, is simply incalculable.

Borden is now starting a sales and advertising drive to promote its 60 per cent market. It is making a complete "about face" in its advertising and sales appeal, and in putting across this new idea, it is starting the most powerful campaign it has ever run on any product.

## Campaign Begins This Month

Beginning in September the Borden advertising, built on the theme of condensed milk for general table use, will appear in most of the large national magazines, in many trade papers, in street car cards, outdoor posters and in dealer displays everywhere. A variety of special sales stunts are to be used. Intensive merchandising of almost every variety, will be employed to interest the trade in the possibilities of tying up with the basic idea of this campaign.

The investigation revealed that the great bulk of all condensed milk, including Eagle Brand, is used in coffee. Hence, coffee is the selling theme which dominates the advertising copy. Coffee is also the basis of the argument being used to get the retailer's cooperation. By explaining to women the value of condensed milk in coffee and for use in cooking, the Borden Company feels that the market possibilities of the product will eventually be increased several hundred per cent. This is news of

vital interest to the retailer. He is certainly concerned in any proposition that promises to increase his sale of a staple product which he carries to the extent of many hundred per cent. This fact is being stressed to the limit in all of Borden's new advertising.

The retailer also likes to sell coffee. It is generally regarded as one of the most satisfactory items in a grocery store. It is one of the dealer's most consistent profit-makers. The dealer is being urged to tie up the selling of both his condensed milk and his coffee. Probably he will not be able to increase the sale of his coffee to the same extent as the sale of his condensed milk. Nevertheless, he should be able to increase it considerably.

#### Helps Sales of Other Goods

It is a well-known fact that much coffee is spoiled in the making. More, however, is spoiled in the serving. This is because comparatively few people use real cream. The great majority use "top milk" or plain milk. Real cream costs money, but without it coffee is never at its best. The consumer always blames her dissatisfaction with the beverage on the coffee and not on the creaming. This fact has undoubtedly hurt the sale of coffee somewhat. By showing consumers how the use of condensed milk will make a cup of coffee more palatable, it is assumed that the sale of coffee will be helped. This fact, too, is being pointed out to the dealers in all of the company's current merchandising.

Hence, Borden's salesmen are twice-armed when they approach the dealer. They can show the dealer how to make two sales grow where only one, and in some cases none at all, grew before. The task of the Borden salesman is to show the grocer that he can offer his customer a product as delicious as cream and at least one-third the cost. The grocer is shown that, by selling an article of this kind, he not only will increase his coffee business but at the same time will build up a very much larger business on condensed milk than he ever had before.

Borden salesmen are selling the grocer by an actual demonstration.

Each man is equipped with a quart thermos bottle." Before he leaves home, he fills it with good coffee. Homeless salesmen will seek out a lunch room with a reputation for good coffee and get the thermos bottle filled there, black.

On his first call, the salesman buys a can of Eagle Brand, cuts it, and serves the dealer a cup of coffee with condensed milk, and addresses him as follows:

"Mr. Dealer, you have a brand of coffee which gives you a real profit, and which you are anxious to sell. But do you realize your coffee isn't getting the chance it deserves?"

"There's a big difference between a cup of good coffee, and a good cup of coffee. Much of it is spoiled in the serving. How many of your customers use real cream in their coffee? Not over 10 per cent. The rest use the top of the milk bottle and rob the kids, or use plain milk.

"Now I am going to show you how those cream-using customers can get just as good a cup at one-third the cost. And how those who are using top milk can get a much more delicious cup at no increase in cost. And how you can hold your profitable coffee business and increase it, and double your sales on other profitable items.

"Heavy cream costs fifty to sixty cents; Eagle Brand Condensed Milk costs twenty cents. Mrs. Mildred Maddocks Bentley, one of the foremost domestic science authorities in the United States, stands behind the statement that Eagle Brand condensed milk is at least the qual of cream in coffee. She is going to tell 12,000,000 women about it through our advertising during the next eighteen months."

The campaign has been elaborately presented to salesmen and to jobbers. The company has also told its plans to the leading coffee roasters throughout the country. It has been explained to them how this new drive should increase coffee consumption. The cooperation of the roasters has been asked in putting the campaign over. They have been told that if their brokers, jobbers and dealers will tie up with the effort, it should help the sale of the roaster's particular brand of coffee. In the letter which was written to these roasters, it was pointed out that it would pay them to have their salesmen call on retail stores and urge dealers to make window and counter displays of coffee and condensed milk, and that cards be shown stating a price at which the combination may be bought.

## Big Co-operative Buyers Close Doors

The Girard Grocery Company of Philadelphia, probably the largest cooperative buying organization in the country, and for a long time referred to pridefully as a model of its kind, failed a short time ago. It was said to be composed of 1,223 members whose total purchases in 1925 were given as \$3,700,000. A net profit of \$70,000 was claimed, as it did business on a basis of a fraction over 3 per cent. This house was originally organized as a buying exchange on a basis that is agreed to have had some promise of lasting success, but, according to reports, it followed the trend of similar organizations and became a one-man affair where

the so-called board of directors had little inside knowledge of what was taking place in its actual operation.

The incident is taken by many prominent men in the grocery trade to indicate a general tendency away from cooperative buying establishments. One merchandising authority, in commenting on the passing of the Girard Company, declared that retailers have no more right to dabble in the jobbing business than a wholesaler has the justifiable right to conduct retail grocery stores. Other organizations formed on the same lines have passed out of existence, he adds, while there are yet others that are none too wisely or economically operated.

# The French Are Buying, Not Because of Us, But in Spite of Us

Selling in France Grows More Difficult as Hordes of Tourists Sneer at French Methods and Babble "We Won the War" Stuff

*By Philip S. Salisbury*

Vice President, The Dartnell Corporation, Chicago

**P**ROBABLY you don't play the stock market (I don't either since being served up as skewered lamb when Pierce-Arrow was pushed off its mountain peak in 1920), but we all have seen quotation boards operated by feverishly active youngsters who erased one sale price and substituted another almost in one motion. Today in the sales manager's office of an American company I saw something which reminded me of those days when I thought I was going to be the guy who would catch Wall Street where it hurts most.

What I saw was a large wall chart for July and August, marked off with the days of the month and the several models of machines which this office specialty manufacturer sells. Each day showed the sales price in francs and there was a variation of more than fifty per cent between the lowest and the highest price recorded. Yesterday the price was 3450; this morning it opened at 3365, and while I sat there, around noontime, an assistant came in and changed it to 3300.

And **this** is Paris, this is France and her colonies!

## Keeping Up With the Franc

This company hasn't changed its American selling price in fifteen years, but no one knows what way the franc is going to jump, and this company is protecting itself by selling on the up-to-the-minute equivalent of its standard price.

Aside from the pyrotechnics of the currency France is doing very well and is an excellent market, but very few American firms are going to make any money here until there is stabilization. Except for absolutely necessary purchases the

French merchants and manufacturers who are prospects for American products are playing a waiting game. Most of them have money—there is plenty of evidence of that despite the piteous wails of poverty whenever the War Debt is mentioned—but they are hanging on to it. Most of the money that they have is their own currency, of course, but the people own untold millions of American and British gold notes which they bought when the franc started to slide. If the Poincare government is successful in its attempt to lure this money out of the present stocking and tobacco jar hiding places and get the owners to turn it in to the Bank of France for franc notes it will have gone a long way toward establishing confidence and stabilizing the franc.

## Workers Well Paid

Everyone works here who wants to work. The latest figures show only ten thousand unemployed for the whole of France, and except for government employees and certain others whose incomes are more or less fixed, the workers are well paid. Not according to American standards, of course, but living costs are only a fraction of ours. So far as the Frenchman's purchases of home made goods is concerned, here is the story: the supply of money has increased eight times and the cost of living only five or six. So the average Frenchman, if he hasn't been burned by gambling in exchanges (a lot of them have been) is in good shape. I haven't been to England yet, but I understand that England and France present a very interesting contrast at this time. In France the government is nearly broke but the people are all employed; in

England the government is rich but millions are out of work.

Of course you have been reading in the home papers about the anti-American demonstrations. Americans who weren't minding their own business can be blamed for much of the disturbance, but as is usual with mobs the innocent now suffer with the guilty, and all of us are made to feel unwelcome even by people who are most anxious to get our money. Most of the unpopularity of Americans is due to jealousy. We are prosperous, we have vast natural resources, we have more than our share of the gold reserves of the world; we were the only ones who made a profit from the war. So they envy us. And why not? Incidentally, we are much more popular with our late enemies than we are with those who were allied with us. And then there is the ever present debt settlement question. No one any longer is able to reason about that. It has become an emotional rather than a moral or an economic question and my personal opinion is that we will be much better off in the long run if we forget those war debts, provided we can find a way of doing it without letting the impression get abroad that we are canceling them because we are afraid to try to collect them.

## Diplomacy in Salesmanship

They all feel over here, anyway, that we, as a nation, are trying to force our ideas, our codes, our customs, our everything, on them. We aren't a nation of diplomats. If we were we would be more successful in exporting our manufactured goods. To be a successful salesman over here one must be

*(Continued on page 386)*

# We Locate and Develop Within Our Own

## How One Concern, in Recruiting Salesmen and Factory Workers, Has Uncovered Some

*By John R. Morton*

**I**N THIRTY years of management of salesmen, preceded by five never-forgotten years as a salesman, I have made it my hobby to find out why men become good salesmen. And this has been a most profitable as well as a most interesting study. For, instead of leaving it to luck, I have sought and frequently found, inside as well as outside our organization, ways and means to locate and to capitalize sales ability.

Take our own sales force of over two hundred city and road men. Running down this long list, the salesman with the greatest volume was, only ten years ago, a disturbing factor in our works manager's accounting force. The second ranking salesman came to us as a clerk in our tax statistical division. The third started with us in charge of our shipping order files, gravitated through four other divisions, and now is developing our most highly competitive territory and is in charge of thirty senior, junior and specialty salesmen.

The fourth on the list is in name the manager of our largest European office. But he is in reality a salesman, as our office and divisional managers in London take from his shoulders all but actual personal selling, and a minimum of sales coaching and control of our staff of sixteen men who cover Europe and the Near East. He started in our paper box making plant.

The fifth and sixth men on our list came to us without previous sales experience. One had partly filled half a dozen office jobs with as many different enterprises. The other was a stock clerk in a retail shoe store and had never personally waited on a customer. And so it goes down the line. Only thirty of our force came to us with previous trade sales experience, if we omit the eighteen who had sold goods from house to house during college vacations.

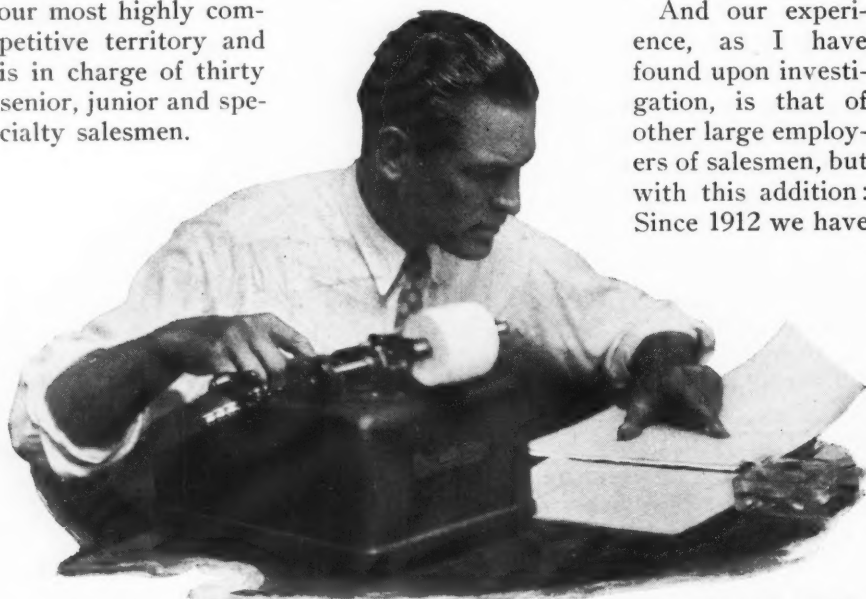
And our experience, as I have found upon investigation, is that of other large employers of salesmen, but with this addition: Since 1912 we have

not left to chance the locating of good sales material within our organization.

To illustrate this point: Each year, in June, July and August we hire and train men to become specialty salesmen for the fall intensive sales campaigns. Before we seek applicants from outside our organization we send notices to every department head in the office divisions. We send one hundred and fifty multigraphed copies of the notice to our works manager, who in turn distributes them to his foremen and supervisors. The text of our 1926 notice is given in full below because it illustrates the angle of approach.

"Hall, Hurley and Morton will offer, starting June 7, 1926, a series of training classes for road salesmen. The June classes will be open only to employees of the H., H. and M. Company. These classes will be held Tuesday, Wednesday and Friday of each week during June, from 4 p. m. to 6 p. m. Any employee, with the approval of the head of his division or department, is eligible. Applicants who have previously taken these courses but who have not received a grade of 85 per cent or better, in re-applying for admission to these classes, will do so, first, through their division or department manager, and then through the assistant sales manager."

Were it not for the fact that the acquisition of even a single exceptionally fine salesman represents many thousands of dollars, we would long since have abandoned this type of search for sales ability within our organization. For we have found in fourteen years an



From office desks, factory benches and shipping floors come the outstanding salesmen of many-millioned organizations. In so many businesses some totally unexpected department has supplied salesmen that "from office boy to star salesman" is more frequent than the Horatio Alger "from office boy to president."

# Selling Ability Organization

## From Among Its Own Office Valuable Sales Material

average of less than two permanent successful additions to our sales force as the yearly crop resulting from this type of notice. One reason for this low number is obvious.

Since it is an annual practice, we receive individual advance requests months before the notice is issued. These men know that they want to become salesmen. We have an opportunity to discuss the reasons for their desire with them at conveniently-timed individual conferences. Frequently we can give them advance opportunity to become acquainted with our products and to test the continuity of their desire, as well as its original intensity.

These advance individual requests—which usually start coming in in January for the June classes—supply us with more than three-quarters of the total we actually permit to enter the sales training classes as the organization unit. The type of man who is most likely to be spurred to action by the posting of these notices is the one who has felt some economical urge for larger income or, very possibly, for what he assumes to be a higher strata of social life. It is the old story of "profit and prestige" which will be found in every layer of marketing.

From making the sales division a prominent target, at which aspirants for sales positions can project themselves, to a more important phase of locating sales ability, requires a little stage-setting. It can be safely assumed from the experience of other organizations that the great majority of men we "find" through our sales training classes and our system of publication of the opportunities they afford, would in any case apply directly or through their

division heads. But we pride ourselves that we are skilled operators of search-lights as well as complacent targets for sales ability. We seek out with our high-candle-powered search-lights sales ability, and promptly recognize its presence when its owner has not the slightest idea of its existence.

For example, I serve personally with an honorary title on our "committee on social activities"—a factory organization. For the time I spend in my occasional attendance at its committee meetings I am repaid a hundred-fold, because through it I am constantly given opportunities to see what would otherwise remain forever hidden. Scarcely a year passes—certainly not more than two years have passed in the last dozen—that has not led me to the selection of promising sales timber from our baseball nine. By the close contact I am able to maintain through the social activities committee, I am given not only an opportunity to observe our crop of embryo diamond stars in their contests, but particularly to have my observations checked up by questioning other committee members. I am behind the scenes on the management of all social affairs. This gives me "leads" which result in my referring to our sales executives



**"The leading salesman in our organization was once a disturbing factor in our works manager's accounting force," declares Mr. Morton.**

men who have shown marked organizing ability; a convincing line of argument; an unexpected flair for handling differences which

inevitably arise in social as well as business life.

In our organization only this past year I found in our new third baseman exactly the man to become the field branch manager of a district which required a mature brain, coupled with the strongest type of selling desire and ability to meet personal opposition with a level head. As I watched this man in an emergency acting as field captain of our nine I knew that we needed him on the selling end of the organization. He was quick to praise—but only when praise was due. His criticism was just, and always constructive. He never unnecessarily questioned an umpire's decision; and when he did, his approach was a masterpiece. It will take perhaps three years of night study for this man fully to qualify for the difficult task in which he is now engaged in the field. But it is a case where a rough diamond is of far more value than a flashy imitation.

#### One Way of Locating Salesmen

Above all of our yearly activities, I make it a point to attend our company outings freed from all entanglements and alliances. From our departure at noon until our return at midnight, I am to be found with our men. To drive to the outing in my own car, display myself conspicuously for an hour and disappear inconspicuously, would be to throw away the most wonderful of all yearly chances to strengthen our already strong sales organization. For in the competitions of a score of events—and in their management—I have never yet failed to find two or three men who show so clearly their ability to handle themselves as a salesman must handle himself, that I have literally added tens of thousands of dollars to our yearly net profits, simply by exposing myself to these opportunities for locating sales material.

Our star Philadelphia city salesman was located because of the personal selling he put in as captain of a losing tug-of-war team in 1919. The best divisional sales manager of demonstrators—easily the best—owes his present position to the fact that at our 1921 outing,

for the first and only time in our history, the contestants were shown quickly, with positiveness and without the usual flood of self-corrections on the part of the starter, just what they were to do in the "Egg and Candle," "Pipe and Necktie" and other similar novelty field events.

This man, without previous experience of the kind, quickly grouped the contestants around him and excluded all but the contestants. He commanded and received complete attention—a feat so rare as to be unbelievable. He told explicitly and completely the exact nature and details of the contest, and as he talked his eyes forced each contestant to follow every word—and enabled him to know that each contestant had followed every word. He dominated the games as "Babe" Ruth would dominate a sand lot baseball game.

His hands talked. That's why I picked him as a coach for demonstrators. Every gesture carried an unmistakable meaning. Every intonation laid the proper stress on the detail he described. That's why I knew that he could teach, for he was thinking not of himself, but was deliberately, consistently and most intelligently putting himself in the position of the learner, not of the learned.

#### An Unexpected Volunteer

But with due humility, I must confess through the incident I shall describe that my powerful search-light sometimes fails to complete fulfillment of its function. For, after all, a search-light is intended to illuminate and bring into sharp focus a distant object. Four years ago, in the very height of our selling season, when our salesmen were driving themselves to the very limit of physical and mental endurance, we were staggered on receiving a telegram from a hospital in Ohio, which told us that one of our senior men had been brought there in the delirious first stages of typhoid fever. We had no man to take his place without the necessity of neglecting important work at an important time.

While I was racking my brain in conference with the sales manager, each quickly killing the

other's suggestions, my confidential compensation clerk, who had been summoned to take notes of the conference because of the possibility of interruption of various commission and quota arrangements, interpolated, "Why don't you send me to complete Fisher's route? I'll get all the 'sympathy orders,' and I've been studying up on our 'Hall-Mark' specialties . . . I can pay my way with consumer turnovers on specialties alone, and on a pinch I can demonstrate."

We sent him to complete Fisher's route, and he has been on our field sales force ever since. He has told me since that he was so interested in his salesmen's compensation work that it had never occurred to him to wish to sell on the road, although he had always taken it as a matter of course that if he wanted to sell he could sell—a fact that he had never communicated to any of us. But in his daily studies of salesmen's compensation he had asked himself so many questions and his fertile brain had supplied possible solutions to these problems, that he was, from the start, remarkably successful.

#### Credit Tied In With Sales

There is another and most important angle to our locating and capitalizing sales ability in our organization. Our credit and collection departments today are headed by men who think of credits and who think of collections from the standpoint of selling. Nor is this mere forced or lip service. Hundreds of times each year our credit manager directs the attention of our sales department to the fact that he would cheerfully credit far greater purchases than specified new accounts than the initial order in any way indicated as representing their annual purchases from us.

In hundreds of other cases our credit manager has pointed out weaknesses in our field salesmen, in that, while the total volume for a town or city was not far behind our expectations—or in some cases above our quota figures—the total was obtained by a multitude of

(Continued on page 400)

# Why I Don't Believe in "Ballyhoo" Selling Methods

"What We Need Today Are More Ideas, Better Straight Salesmanship, and Closer Personal Supervision of Men"

*By a Western Sales Manager*

SOMETIMES I think that sales managers today are resorting entirely too much to artificial methods for stimulating the sales force. There is too much ballyhoo in selling—too much hysteria—too much feverish "driving" for this and for that. What we need is more ideas to improve our straight selling methods.

In past years we have tried many different types of sales contests, for instance, but it has been our experience that when salesmen are worked up to battle pitch in such competition, in their scramble for orders they forget about many of the most important tasks which they, as salesmen, have to accomplish before the orders represent real profit. They forget about the work which forms the whole foundation of the sales structure: the educational and missionary side of selling; working with the dealer to improve his merchandising methods; helping him to be a better display man, a better stock-keeper, a more efficient buyer; helping him to move the stock he buys.

## **The Mistake of Overloading**

Our products—crackers and biscuits—are, of course, perishable. You can picture, then, how the salesman who overloads a dealer sets a trap for his own feet, for unless along with his zeal in selling a big order, the salesman is equally energetic in driving home his lessons in better merchandising, his mistakes will come right back home to roost. He soon has on hand a dissatisfied dealer whose customers have raked him over the coals for selling stale biscuits.

I think all forced selling methods are wrong. They are wrong because they tend to distort a salesman's perspective of his job. There are so many factors which go into

really successful selling, that anything which would tend to make a salesman concentrate on any one of them to the exclusion of the others, is bound to leave a breach somewhere.

The point I want to make is this: that while these periods of hysterical selling in which the whole sales force indulges in an orgy of record-smashing and order-roping, may appear to bring big results in immediate sales, that same amount of energy spent in an effort to correct weaknesses in the efforts of individual salesmen, would be worth far more in the long run. That's what we need more than anything else today: we need to supply each individual salesman with the ideas and the selling methods in which he, as an individual, is weakest in working out for himself. And we need to show him how to use those ideas in the field. That is what I mean by improving our straight selling methods. It seems to me that a steady volume of orders plus a gradual but certain strengthening of the dealer's merchandising methods, is a far healthier condition than any which can be developed through spasmodic special drives.

## **Better Supervision**

Until a few years ago, all of our salesmen reported direct to the home office. Then we organized a force of district managers, each manager having supervision over anywhere from a dozen to two dozen salesmen. Our subsequent experience has shown, however, that about six men under each district manager would more nearly approximate the ideal. These men work in the field continuously. They have practically no "desk" duties—in fact, they do not even have offices. This plan was such

a satisfactory improvement over our old method that it has proved to us conclusively the need for closer personal supervision of salesmen as a means toward improved salesmanship.

Another time-honored custom which has gone by the boards with us is the daily sales report; we discontinued this practice because, while a salesman may not intend to compose fairy tales on his report sheet, that is, in the main, what usually happens. In other words, he sees conditions in his territory from but one angle—and it's dollars to dimes that isn't the angle from which the sales manager ought to see it. A sales executive could blind himself reading bales of such reports and not learn one-tenth as many valuable facts as he could through making one short trip in the field.

## **District Managers Important**

These district managers I have described, through their immediate contacts with the salesmen and the trade, soon have a detailed, far-reaching knowledge of conditions in territories. Whenever a salesman strikes a knotty problem he doesn't seem able to solve, the district manager works with him in untangling it.

This plan has gone far toward overcoming the old alibi of "conditions are different in my territory"—that good old ghost that walks with almost every salesman now and then. When something is wrong with a salesman's selling methods, the district manager is on hand to strike straight at the root of the trouble, whereas the real cause of the difficulty might long have lain submerged if we had tried to handle the problem through correspondence.

*(Continued on page 398)*

# —if we **Brilliant Salesmen** insist on

by

**Eugene Whitmore**

**T**WO or three weeks ago the writer attended a sales meeting of a national but comparatively small sales organization. The president of the company proudly said, "Our men stick with us. We haven't had a resignation from our sales force in six months. The average length of service is a little more than nine years. Three of our men have been with this company for more than thirty years. We have five quarter-century men, and any number of them have been with us more than twelve years. That is a record that can't be beaten by another company our size in the country."

I was curious to see these men, for I had been told that the company was not famous for its high salaries. Most of the men worked on a salary and bonus arrangement. I wondered what it was that held the men to the job so tenaciously.

When I saw the men assembled on the convention floor I was amazed at the similarity in types. All seemed to be cast in more or less the same mold. There wasn't a pair of balloon trousers in the group. Nor a gaily striped hatband. And when one of the men sat down to read a newspaper you saw him turn to the editorial page, or the political comment—not to the racing forms.

At night at the hotel you saw these men sitting around the lobby talking shop. Night clubs, cabarets, theaters, except an occasional movie show, didn't interest them.

They went to bed early and were on hand when the convention sessions opened next morning.

Just for fun I looked up this company's record of earnings during the panicky years. Earnings had fallen away to almost nothing during these times. The men were

friends, then customers. They could not sell through sheer force of personality. Many of them had been in their territories when their present customers were playing hookey from school, or sweeping out stores. No wonder they had a grip on a certain type of business. The company itself had never made any spectacular moves. It was looked upon as a sort of "old faithful" in the trade.

Sales policies which attract men of this kind offer a good, safe way to run a business—provided there isn't an insistent board of directors demanding sales increases on top of sales increases. The sales manager in charge of such a group of men can have plenty of time to play golf or to go south in the winter. Turnover doesn't bother him. His men stick year in and year out. He can get up at the local sales manager's club and blithely register astonishment at professed worries of other sales managers concerning turnover problems.

Shortly after I attended this convention I visited another. The second convention was held at a popular summer resort. The men came with their bags full of trick hats, white pants, double-breasted

blue serge suits and walking sticks. You saw them dancing in the evening or sitting at tables with lovely ladies sipping forbidden beverages. They were a group of go-getters from the word go.

Each convention session was like an old fashioned political rally. There was pep to burn—to say



**T**HE most important factor in my sales management work is my responsibility to the men who are working with me. On account of the position with which my company has honored me, these men necessarily look to me for guidance and supervision, and to merit the faith they have in me is no small responsibility.

The greatest care must be exercised in the selection of salesmen, particularly young men who, if they do not make good and are discharged, perhaps have their entire future ruined because of the error made in selecting them for sales work.

All sales managers tell their salesmen to know their customers; my advice to sales managers is: Know your salesmen.

*By H. L. SIMPSON, Sales Manager  
United Drug Company, Boston, Mass.*

good, honest, hardworking pluggers. But it was evident that they were not fighters—nor were they pulling off any sensational sales stunts.

These men were the type who had to be in a territory a long time before they built up a profitable business. They had to make

# Higher Turnover? *—must we be content with*

nothing of heated arguments. At a special session for district managers it was impressed on each attendant that he must hire more men. "These men burn out in a few months or a year or two, so we must hire more men. Keep hiring men all the time. Drive them hard—then hire more to take their places."

The second company hung up sales record after record during the panicky times after the war boom. They hired men right and left, held conventions and contests, and the factory hummed when most factories were shut down. But an "old-timer" on this sales force is a man who has been on the job five consecutive years. What it costs to hire and fire this group of men each year would keep many a good sales force going. Half a dozen "field managers" are constantly running back and forth over the country hiring new salesmen, opening offices, closing offices and holding pep meetings.

Both these concerns are looked upon as well managed, prosperous business institutions. Both give employment to many men and turn out a large volume of products. Yet they are run on exactly opposite methods.

Which is the more substantial? Which is the more likely to endure?

Of late there has been a great discussion concerning the enormous cost of high turnover among salesmen. One large company which has employed an experienced personnel director to study the problem has deliberately set

about to raise the standards of the men it employs, although they know, or think they know, that it will increase turnover among salesmen. In the past they followed exactly the opposite course. They purposely hired what they term "sub-standard" men with a view to reducing the rate of turnover. They hired the type of men who would be happy to work five years before the first promotion.

—who have lost their illusions and stopped dreaming ambitious dreams of business conquest. These men turned in a good volume of business, it was true, but they leaned towards the staple, small-profit items which were easy to sell. They were not the kind of men who fight competition as though it were a plague, but the sort of men who say, "Oh, well, I can't get all the business," and resign themselves contentedly to a steady volume of orders obtained by following the lines of least resistance.

Which policy will prove the better remains to be seen. In discussing this problem with a number of sales managers, varying views were expressed. One sales manager who has studied the problem carefully says that he prefers the bulk of his salesmen to be the steady, slow-going, draft-horse type of plugger. But he uses the brilliant, high-strung men to "season" the organization. "I keep my sales force sprinkled with a few individual stars who can always be depended on to do the spectacular," he said.

"When an old man shows signs of slipping, I use these 'go-getters' to wake him up. Very often we have an old man come in and tell us that he can't make his quota, or that he can't sell enough goods in certain towns to 'wad a shotgun.' When this happens I always have one of these spell-binders available to go out in his territory

**I** BELIEVE that the one really most important thing is the selection of proper young men followed by proper training to make them competent salesmen. In our own business practically all of our successful salesmen started in with us as boys and have gradually worked up to their present positions. This is particularly true of our road salesmen; we have never had a failure where we trained the young men ourselves and put them on the road. This may seem rather remarkable, but it is true that we have had 100 per cent success with that kind of salesman.

By J. WILSON, President  
Clawson & Wilson Co., Buffalo, N. Y.



This program left the gates open to smaller concerns who hired a more spectacular type of salesman who sells a big volume of business for a few years and then "burns out," and seeks a new position. They loaded down the organization with the sort of men who have stopped thinking about promotion

for a little sharp-shooting. Occasionally the old-timer complains that the high-pressure man has spoiled a lot of his trade, but more often than not it shows him that he has been asleep. We would soon die of dry-rot around here if it weren't for a few of these high-strung salesmen we have to drive with a tight rein."

Another sales manager brings up a point which seems important. He says that the organization which goes in for brilliant salesmen must provide bigger jobs for these men if it is to hold them. "A sales manager should hire a man on a ten-year basis. That is, he should make up his own mind what that salesman, in case he makes good, will be doing ten years from the time he hires him. If he wants brilliant, high-strung men he must provide a way for them to win promotion, or increase their earnings rapidly. If he doesn't, he is sure to have a big turnover. The sales manager must make up his own mind what sort of men he wants. Both kinds are available, and both kinds can be made to stick, if provision is made to take care of them according to their varied ambitions.

#### Two Kinds of Salesmen

"The plodder wants assurance that he will be taken care of in old age. Insurance plans, pensions, old-age benefits and that sort of thing interest him. The ambitious star, who reeks with sales ability, wants more money each year. He probably has his eye on bigger jobs, and a chance to live in great style. The only way to hold this man is to convince him that bigger things are ahead. More often than not he leaves because he thinks he will have to be a salesman all his life. If you can't assure him of bigger jobs, and prove to him that he won't have to wait for dead men's shoes, it is a certainty that you will have a big turnover with men of his type. They simply cannot stay 'put' unless they are working for bigger jobs and higher earnings."

If more sales managers could hear their men talk among themselves, it would probably be a revelation to them. Salesmen, even those who seem to have no ambition except to make a lot of easy

money quickly, often leave excellent positions simply because they get the idea firmly implanted in their heads that there is no future for them. Time and again valuable men leave simply because they grow impatient, and no one takes the trouble to "sell" them on the future possibilities of their work. This is one of the big reasons, according to a number of sales managers, why star salesmen so often grow impatient and throw up good positions. It is the one big reason for high turnover among the men who are potentially the best

salesmen. There are a great many sales managers and as many companies that are not adapted to the high-strung, volatile type of star salesman. When these companies hire this type of man, high turnover is as certain as death and taxes. The organization must be keyed to fit the men—rather the men should be hired who are of the same temperament—who, so to speak—work in the same tempo as the executives of the organization. If this isn't done, brilliant salesmen will always mean a high rate of turnover on the sales force.

## "Sequence Call" Plan Aids Long Distance Selling

TO FACILITATE buying or selling by long distance telephone, many business concerns are now getting the habit of furnishing the telephone people lists of those with whom they wish to talk more or less regularly. Long distance calls filed in this way are known as "sequence calls." Tickets for each name are made out in advance of the calling with all the information necessary, including the telephone number of the person to be called. After such a list is filed it is only necessary, in the larger cities, to call the "sequence clerk" and ask to have calls made to those on the entire list or parts of it.

Calling by sequence usually starts early in the business day. A large fish dealer of the Fulton fish market, New York City, starts selling his product about 6:30 in the morning. There is keen competition in this business. On some calls the operator occasionally reports, "Refuses to talk." The dealer then knows that his prospect has already been sold and a connection would merely waste time and money. Speed, of course, is the first essential of satisfactory service to these dealers.

Wholesale produce dealers are another group who are extensive users of sequence service. Many of these firms have their calls coded by number. The "sequence clerk" at the long distance office is

called and a request made to talk on calls 1, 3, 5, 8, 11, etc. The tickets for each name on these lists are all made out in advance and assigned a number. Talking can be started almost immediately. Assigning a code number to each ticket aids the operator, especially when calls are placed to persons or firms with such names as Cicoella, Karnofsky, Bergerhof, Aiello and Infusino.

Financial houses are also regular users of sequence service in floating large issues of securities. Calls are made to banks throughout the country from Portland, Maine, to Seattle, Washington. A mid-western financial house, in bringing out a new bond issue, filed forty-seven calls. Of this number forty-five were talked on, resulting in over \$82,000 worth of securities sold.

A company selling stocks has established the custom of sending its lists of prospects to the long distance office. The numbers of all those having telephones are placed on these lists and the lists are then returned. With the telephone numbers of prospects available, many calls can be made in a minimum amount of time. During one month this year, the New York long distance office alone furnished over 9,000 telephone numbers to a single company.

Many business houses conduct sales campaigns by long distance.

# Radio Industry Stands at Threshold of *Real* Prosperity

Dealers, Jobbers and Manufacturers Stop Asking "What's the Matter With Radio?" and Turn Their Attention to Merchandising

*By Will Whitmore*

**P**ROBABLY no industry in the history of business has ever experienced such an amazing development and suffered from more acute growing pains than the radio industry. And it is doubtful if any industry that had so many angles to the merchandising problems as radio has become stabilized any quicker than radio is now becoming.

Up until the last year or two everyone was wanting to know "what is wrong with radio?" and there was a great variety of answers to the question.

Dealers claimed that jobbers and manufacturers were double crossing them by selling to every Tom, Dick, and Harry who had a dollar to invest in a new line. Manufacturers

claimed that they could find no reliable dealers who would properly merchandise their products; and that there was too much price slashing going on. Jobbers laid the trouble at the doors of both dealers and manufacturers.

The truth of the matter is, all three were at fault, and the reason was that radio grew in popularity so fast no one had time to learn much about the business. There is bound to be chaos where an industry grows from practically nothing to \$500,000,000 a year.

But the chaos is gradually giving way to sound merchandising practice. The manufacturers made the first steps and the dealers and

## Farm Homes Offer Best Market to Radio Manufacturers



**R**URAL and urban communities constitute the best market for radio today, according to many prominent manufacturers. Radio does not mean as much to city people as to those in rural communities because the former have so many other attractions to take them out of their homes. The Radio Corporation, for example, is so impressed with the rural market that it is advertising in twenty-nine farm papers.

While it is true that the percentage of receiving sets in city homes is much greater than in rural homes, it is also true that the rural market has not been worked nearly so extensively and offers better opportunities for development.

jobbers were fast to follow the lines they advocated.

The greatest evil was that too many and too large a variety of dealers were handling radio supplies. Manufacturers met this problem by enforcing an authorized dealer policy which granted exclusive franchises to dealers in their own trading districts.

This has probably done more to help solve the evils of radio than any one other measure. The method used by the Radio Corporation of America may be cited, although this company was by no means the first to adopt the selective dealer policy. Before January of this year the Radio Corporation

had no knowledge of what and how many dealers were selling its products. It sold to its distributors and jobbers and they sold to whomever they pleased. As a consequence, every kind of dealer from barbers to undertakers sold R. C. A. radio products, and few of them were making any money.

On the third of January of this year the Radio Corporation of America adopted their dealer policy which laid down these stipulations. To get an authorized dealer franchise, the dealer must be prepared to service every set he sold; he must have sufficient financial backing; and his past performance as a dealer had to be satisfactory. A similar selection of distributors was made.

In place of letting the distributors select the dealers for authorization, the corporation took that upon their own hands. This shifted the responsibility toward the dealer from the distributor to the corporation. As a consequence a large addition has been made in the sales organization of the corporation in order to keep track of the dealers and to give them efficient dealer cooperation.

"As a result," states P. G. Parker, sales manager of the Chicago division of the Radio Corporation, "we know now and are able to keep in touch with every one of our dealers. We have obtained a much higher class of dealers that

is prepared properly to sell and service our products. Before we adopted the new policy, few of our dealers were making the money they should. The trouble was there were too many carrying the line. For instance, you might find ten dealers in a town of a few thousand selling our products. Dividing the sales between ten merchants gave a profit to none of them. But now in the same town you will probably find two dealers carrying R. C. A. sets, and each will be making money."

Radio is different from the average product in that it requires a great deal of service attention after it is sold. This has always been a source of trouble. Many dealers would not or could not service the sets they sold. But the large percentage of manufacturers now insist that dealers have a service department, and most reliable dealers today do have such a department.

Besides causing an increase in sales, this has brought about another beneficial result. It has lessened the activities of the "gyp" dealer who slashed prices and depended upon a large volume of sales and quick turnover. The "gyp" will not render service because he is not interested in satisfied customers and repeat sales. Nor can he render service and sell at cut prices. Also it is becoming increasingly hard for a "gyp" dealer to purchase good sets, so his tribe is decreasing and one of the sore spots of radio is slowly passing.

#### Change in Radio Advertising

Manufacturers have also brought about a change in radio advertising that has helped to raise the status of radio. The change is in the advertising appeal. Early radio advertising stressed the distance receiving capacity of sets. This approach was obviously wrong, for no set will perform the same in different localities. A set that will cover the country in one locality may not bring in distant stations at all satisfactorily in another place. Also distant reception is obtained at the expense of volume, clarity, and ease of tuning. So when the advertising appeal was

changed to that of tone quality, volume, ease of operation, and the pleasure and uses to be derived from it, radio really began to appeal to the public.

But what about the dealer? Is he accepting his share of the responsibility, and following the lead taken by the manufacturer? The answer is, yes!

The way in which the Petersen Furniture Company, of Chicago, proceeded with radio is typical of many dealers who are adding radio to their business. This firm, which operates four large furniture stores in Chicago, decided to sell radio three years ago, but it did not leap headlong into radio by selling the first sets it could get its hands on. Rather, the firm made a thorough investigation and analysis of the radio business to determine the best way to merchandise it and the best sets to handle. It realized that its success depended upon the service it gave to customers, and it, therefore, made an effort to adopt a make of radio that would require the least servicing and would give the best results.

#### One Firm's Experience

Every set on the market that offered a possibility of meeting the demands was tested. It took one whole year to find a set that came up to their demands. Later two other makes of sets were added to the radio stock. Recently the firm decided to sell battery eliminators. The same careful procedure was followed. Every eliminator on the market was considered and those made by reliable, well-established manufacturers were tested under actual operating conditions. The one standing up best under the test was accepted.

As a result of this method, the company has been unusually successful in radio. The sets chosen to merchandise require so little service attention, the company is able to give free service to all customers.

Formerly radio dealers carried a large number of different makes of sets. This called for a tremendous outlay of capital and made selling more difficult. This year dealers are cutting down the number of different lines to not more than

three or four. This change on the part of the dealers will undoubtedly lower the selling cost for the manufacturer, for it will lessen the number of dealers for each manufacturer with no decrease in sales volume.

Another evil of radio gradually disappearing is the summer slump in sales. This slump is caused by the fact that heretofore atmospheric conditions made summer reception so poor few people cared to listen in. "But," declares P. G. Parker, of the Radio Corporation, "the advent of the super-power broadcasting stations is fast eliminating this condition. Today there are few points in the country where radio cannot be enjoyed in the summer time. I have personally called on over two hundred of our dealers this summer and the majority of them report that their sales for June and July increased from twenty-five to forty per cent over the same months of last year."

That radio can be sold in large volume in the summer time is also attested by N. A. Fagen, sales manager of the Zenith Radio Corporation. "We have a radio dealer in New Orleans who has sold more radios this summer than he did in the winter months," he states. "This dealer has found that it pays to make a special drive in the summer. He actually has found less sales resistance in the summer than he did in the winter, because he has less competition. His competitors, still accepting the idea that it is impossible to sell radios in the summer, go fishing and leave the field wide open for him."

#### Summer Sales Jump

"We manufacturers have let the summer slump scare us, too, and we do not practice what we preach. We tell our dealers that radio can be sold in the summer, yet most of us stop all advertising in the summer months, and we are making a great mistake by doing this."

Further evidence that radios can be sold in the summer is seen in the experience of a small dealer on the south side of Chicago. This dealer sold over thirty-five large Console type sets in the month of June by making house-to-house canvasses and demonstrations. The

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*The Sales and Advertising Campaign That*

# Sold 40,000 Whippet Cars in Fifty-One Days

Fifteen Million People Visited the 5,000 Willys-Overland Showrooms the First Week After Its New Car Was Introduced

*By L. G. Peed*

General Sales Manager, Willys-Overland, Inc.

**W**HETHER a company is marketing automobiles or fountain pens, there comes a time when, in turn, you, your distributors, your dealers, your salesmen and, finally, the general public realize that the commodity, while still marketable, is slowly becoming obsolete. That is how we felt about our Overland 91 which we had been producing for nine years with only slight changes. In addition, a survey of the low-priced cars in the light car field revealed the fact that the engineering development of competitive light cars had not kept pace with the development in the higher-priced classes. It was high time, we felt, that someone produce a modern low-priced car.

The usual procedure would have been to re-design a current model, changing the exterior appearance, perhaps, but utilizing existing factory tools and equipment, and as many of the parts used in the former design as possible. In other words, few of us care to junk old equipment and material to turn out a new product. However, such economies often defeat the real purpose of effecting a change, for a grandmother may have her face lifted, she may have her hair bobbed, dyed, and marcelled, she may wear short skirts and sheer silk stockings—she may look

younger and more modern—but she is still a grandmother. So it is with a re-vamped commodity.

The new model, then, was destined to be wholly new. This meant that we would have to devise a sales and production schedule so that when the new car was announced, our distributors and dealers would not be "caught with the bag" and have to suffer a loss on the obsolete models in stock. Instead, when the Whippet was announced, we were going to see that every display floor would be swept clean of Overland 91's and ready for the new car.

Accordingly, we laid our plans well in advance of the production of the Whippet, and campaigned to sell the cars then in the field and clean up the balance of the production for which we had material commitments. The campaign lasted over a period of four months and resulted in the practical elimination of the model that was to be

discontinued. This gave our manufacturing department ample time to revamp their lines for the initial production of three hundred Whippets a day, a schedule which was quickly accelerated to six hundred a day.

From June 7 to July 24 of this year, we announced the new plan to our dealers at regional meetings. Bearing in mind that national distribution was not affected until July 24, we sold 40,000 cars from June 7 until August 5. Perhaps the two greatest contributory factors which made this record possible were, first, the fact that the public mind was prepared and their curiosity whetted for the European light car before they knew that any American manufacturer was going to produce one, and second, the fact that sales and advertising were co-ordinated to the degree that when the announcement advertising appeared in every city in the United States, the dealer in that city and all surrounding dealers had sample cars to show.

From a sales and advertising viewpoint, we made sure that we had a real name to catch and hold the public interest; a name which would suggest fleetness, agility, thoroughbred quality, and all that a motor car should represent. We believe that the name Whippet does all of

The distributors wired enthusiastic comments to Mr. Peed almost daily.



these things. When the details of the car and the final name were decided upon, we called a conference of the agency handling our account and together with them worked out a mystery publicity campaign that was to run for ten weeks in the papers of the country prior to the full-page advertising revealing our name. These publicity stories were designed, as I have said before, to prepare the public mind and whet their interest in a new type of light car.

The articles were signed by such international authorities in the automotive world as Sir William Letts, president of the Society of Motor Manufacturers and Traders, Ltd.; F. Z. Eager and E. W. Holden, president of Holden's Motor Body Builders, Australia; and William I. Irvine—names which gave to the articles a background of authenticity. All the stories forecasted the European development in light cars, and thus paved the way for our full page advertising.

#### New Publicity Record

From April 18 until July 19, no less than 3,600,000 lines were printed in newspapers and such magazines as *Vanity Fair*, *Vogue*, *Collier's*—this number of lines establishes a publicity record, I am told. Our salesmen, distributors, and merchants read all about the Whippet, but none of them was informed as to the manufacturer; all they did know was that the Overland '91 was being discontinued. Further than that they could only conjecture.

So much for the prologue. The real climax of the drama consisted in selling our salesmen, distributors, and merchants on the Whippet, and how it should be merchandised. We formed two troupes of sales manager, promotion man, mechanical engineer and advertising expert. Our assistant sales manager accompanied one troupe, and I the other. Each troupe sent its stage, scenery, and lighting equipment on ahead to the hotel where it would hold the announcement. New York, Toledo, Chicago, Minneapolis, Atlanta, Kansas City, Dallas, Seattle, and Oakland constituted the key cities. One troupe

covered the east, and my troupe the west. Each regional meeting lasted two days, the first day being devoted entirely to presenting the plan to our salesmen, and the second to our wholesale representatives.

Our stage was quite an imposing structure, about twenty-one feet long, fifteen feet deep, and twelve feet high. The curtain and back drops were made of heavy purple satin, and formed an impressive setting for the touring car, coupe, and sedan which were pushed on tracks to center stage. For atmosphere, we used flood and spotlights of blue, the complimentary of purple.

#### European Features

The performance opened with a series of talks. In brief, mine was similar to our publicity stories. I explained that the Whippet was European in trend, and that small cars would soon sweep America as all continental developments in motor cars had done. Despite the fact that the United States produces 90 per cent of the world's automobiles, it is significant that four-cylinder cars, magneto ignition, six and eight-cylinder engines, four-wheel brakes, sleeve valve engines, and other developments were first used abroad. Hence our engineers were sent to Europe where greater progress had been made than in this country.

Economic conditions naturally determine any commodity prices, and the European car is no exception. In the first place, it is a logical outcome of the small income of farmer and laborer. Second, the European buys a car as he would a piano; he never, for a moment, thinks of "trading in" every year or two—therefore he demands high quality. Third, in England, the tax of one pound per horse-power means that it costs over a hundred dollars a year to license any American light car. And when gasoline runs from fifty to eighty cents a gallon, and is sold only in five gallon cans, you can appreciate that the general run of cars must be light.

After extolling the virtues of the new thoroughbred, the satin curtains were dramatically swept aside and there, bathed in a flood of light,

stood the Whippet. Everyone received the same impression at the same time, and in that first impressions are lasting, we made sure that the Whippet's debut was beyond reproach.

After the applause had subsided, our mechanical engineer made a technical explanation of the mechanical romance of the Whippet, and the sales promotion man concluded the session with a method of public presentation for each merchant.

I see no reason why the plans he presented could not be used by the merchandisers of any new product. Such stunts, for example, as a mystery truck on the streets with the new name painted on a canvas; tag girls distributing tags bearing the name; an old-fashioned hammer feat with a man standing in a car swinging a heavy wooden hammer on a bell which reads "The Whippet rings the bell"; a parade of farmers in antiquated surreys with banners reading, "My last buggy ride. I'm on my way to buy a Whippet"; boy scouts on guard at the salesrooms; mystery signs on trees, telephone poles, buildings, etc.; a formal opening with formal invitations, canopied entrance way, uniformed girl ushers; prizes for the best essays on the Whippet; style show to interest the women, etc., etc.

#### The First Reception

Then our advertising man showed the teaser ads, window displays and movie trailers which we had prepared, along with the type of advertising we would adopt—the newsy, attention-compelling roto-gravure which is fast coming into prominence.

These illustrated talks all helped to "sell" the merchant, but the final punch which wiped out any skepticism was a demonstration car for each merchant to drive home in. We urged him to take the untraveled dirt roads in order to test the performance, and also to keep the car off of the main traveled highway until the formal announcement day. Every merchant agreed to keep the secret, and also to hide the car until the opening.

We had some amusing letters from several merchants, one in

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# "Big Twelve" Club Keeps Wilson Brothers' Men on Their Toes

Our Quota Plan Prevents Salesmen From Getting Into the Rut Caused by Working the Same Territories With the Same Line for Many Years

*By D. H. Steele*

Director of Sales, Wilson Brothers, Chicago

**N**EARLY all of our men have been with us for many years. They know their customers intimately, and are familiar with every nook and cranny of their territories. Many sales managers in charge of similar groups of men seem to feel that quotas are unnecessary. They say, "Our men know conditions; they know their customers so well that no help from the home office is needed. We do not attempt to tell them how much they should sell or how they should work."

But we have found that our men not only welcome quotas, but they need them. There is a strong temptation for any salesman, no matter how good he is, to get into a rut, particularly if he has worked the same territory and the same line for many years.

## Need Some Incentive

We are proud of every man on our sales force. We know they are good salesmen, but like all human beings we realize they are just as likely to fall into a rut as other salesmen. Also, we know that our men, like other good salesmen, need some sort of an incentive to bring out their latent abilities and to provide an urge to put some extra effort into their work.

Every sales department at one time or another finds a question of whether or not sales contests would be profitable in stimulating sales and giving the added incentive needed by the men. We believe we have devised a contest that not only gives this needed incentive, but one that will not lose its effectiveness after continued use.

Because our men earn considerably more than the average

salesmen, our object was to provide recognition, rather than specific reward for constructive sales effort. With this idea in mind, we formed a sales group or club called The Big Twelve. This group was announced the first of the year, and the men were given an opportunity to earn membership during the first six months of 1926.

In order to make the contest entirely fair for every salesman on the force, and to allow even the newest member of the sales organization to have the same chance as the older men in the big territories, the Big Twelve was divided into three groups.

The first group of four men were required to earn membership in the Big Twelve by selling the largest volume of goods, provided their sales were in excess of their quotas. In other words, a man might sell the largest volume of any salesman on the entire force, but unless his total sales were in excess of quota, he would not earn membership in the group. Because the men whose territories are large and highly developed have high quotas, this made it necessary for the big volume men to work just as hard as the men who were in small territories, or in territories where sales are light.

## Based on Sales Increase

The second group of four men were admitted to membership in the Big Twelve because of the percentage of increase in sales during the first six months of 1926, as compared with the same period in 1925. This gave the men who were low in sales last year and the new men an opportunity to establish themselves as members of the organization, in spite of the fact

that their volume of sales might be below the average.

The third group of members were admitted on the basis of constructive salesmanship. This last classification was purposely made rather flexible, for there are so many conditions under which salesmen work that to set down an arbitrary qualification for membership would probably keep out some men whose work had been notable, but who failed to qualify for membership on the basis of arbitrary standards. The things which we considered for admittance to this third group were: volume in relation to opportunity; selling of our house policy of concentration, new accounts, suggestions, and economical and efficient handling of their territories.

## How Territories Are Covered

We have forty-eight territories and approximately seventy-five salesmen. Some of the salesmen who have highly developed and populous territories have junior salesmen who work under the supervision of the senior salesmen. These juniors were not admitted as members of the Big Twelve.

All men who earned membership in the Big Twelve were given a substantial cash award as a recognition of extra effort. In addition to this, each member was presented with a cast metal plaque to be hung in his sample room.

Every dealer in a territory worked by one of the members of the Big Twelve was notified that the Wilson salesman calling on him was a member of this honorary organization. In a letter to the dealers we stressed the fact that our salesman who called on them had demonstrated that he

was one of our top-notch men. The customers were thanked for their business and an effort was made to interest the customers in helping their salesmen retain membership for the second half of the year.

It is our plan to make this organization a permanent one, membership to be for six months only, so that the salesman will constantly have to be on his toes if he retains his membership.

Our men liked the idea very much, and worked with a determination to earn membership. One of the oldest members of our sales force made the statement he would resign if he didn't earn a place in the Big Twelve. He said if he couldn't qualify as one of the twelve leading men in our organization, after having been with us as long as he had, it was time to get out. Needless to say, he is a member.

#### Members' Territories Scattered

One of the junior salesmen in a certain territory came into the office one Saturday last spring. We asked him why the senior salesman for the same territory didn't come in that day. He replied that his boss was working Saturdays and nights as well to make sure he would not be left out of the Big Twelve.

We were gratified, when the results were figured up to see how well scattered the members were. It proved that it was work and concentration that earned membership, not conditions or previous development of the territory. The members came from all sections of the country—B. E. Ahrbeck, Florida and Georgia; St. Clair Eastman, central Illinois and St. Louis; H. C. Hale, Texas and Oklahoma; J. B. Headsten, Michigan; A. J. Korr, downtown Chicago; George Layman, Ohio and West Virginia; W. S. Levering, Wisconsin and northern Minnesota; C. S. Magill, New England; R. G. Otte, Montana and Wyoming; W. L. Stephan, southern Indiana and Kentucky; A. C. Thompson, Virginia and North Carolina, and W. H. Wenzil, Georgia and Alabama. The following men received honorable mention: C. I. Reed, Louisiana and Arkansas; Hugh Silbaugh, Mississippi and

Arkansas, and J. E. Thompson, Iowa.

The contest has definitely proved that conditions have little to do with the record men make. Everybody has heard rumors of the so-called collapse of business in Florida, yet the man who works that territory made one of the most phenomenal records of the entire organization.

What can be done in increasing sales when a salesman really determines to make a record is shown by our experience in one territory where sales for the first six months of 1925 were \$78,000. The first six months in 1926 produced \$137,000 in sales.

In another territory the quota was \$188,000 and actual sales were \$239,000. Sales for the last six months of 1925 in this territory

were \$194,000, so it is easy to see how business increased as a result of the salesman's effort to earn membership in the Big Twelve.

While the actual cash awards given the members of our organization were substantial, we feel the men's pride in their ability to do a good job, plus their desire for the recognition which comes with being a member of the Big Twelve, had more to do with the success of the contest than the cash awards.

A permanent organization was formed at a banquet and theatre party given by the management for the members of the Big Twelve on August 23. The next group of members will be determined from the results of sales for the last six months of 1926, and the members will be announced at the next meeting of the salesmen.

## New Corporation Takes Over Coral Gables Sales

A CONTRACT was signed in Coral Gables, Florida, recently, which is said to be the largest sales contract ever entered into. Both because of its magnitude and because of the prominence of the interested principals it has caused wide interest over the country.

On August 1, George W. Hopkins, vice-president of the Coral Gables Corporation, announced the formation of a new organization known as the Coral Gables Sales Corporation. At the same time George E. Merrick, founder and developer of Coral Gables, announced the signing of a contract with this new corporation giving it the exclusive rights to the sale of the platted properties and selling contracts of the subsidiary corporations.

With the new corporation taking over the complete sales machinery of the Coral Gables Corporation, including over 100 branch offices located in different parts of the country, Mr. Merrick and his associates of Coral Gables Consolidated, Inc., will be free to devote their entire time to the completion of Coral Gables. In but five years it has grown from a 160-acre citrus grove to a modern incorporated

city of sixteen square miles and approximately 10,000 inhabitants.

One of the selling contracts involved is the exclusive right to sell all homes built in Coral Gables by the American Building Corporation, of Cincinnati, which is engaged in a ten-year construction program of a thousand homes with an aggregate sales value of \$75,000,000. One of the most successful units in the Coral Gables organization has been the homes department. According to the terms of the contract, this department is also taken over in its entirety by Mr. Hopkins and his associates.

The officers of the new Coral Gables Sales Corporation are: George W. Hopkins, president and treasurer; John E. Norman, vice president, and D. C. Lee, secretary.

Mr. Hopkins is a former vice-president and director of the Charles W. Hoyt Company of New York, and vice-president in charge of sales and advertising with the Johnson Educator Food Company, Loose-Wiles Biscuit Company, and the American Chic Company. He organized and was first president of the American Society of Sales Executives and the New York Sales Management Club.

# We Took Our Business Apart and Found What Held Us Back

Radical Changes in Size of Territories, Credit Policies and Methods of Handling Telephone Orders Result of Careful Analysis of This Wholesaler

*By Edwin R. Masback*

Masback Hardware Company, New York

**I**N 1919 I began an analysis of our selling methods. One of my first discoveries was that our salesmen had a free hand over the territory, calling on customers pretty well as they chose—and no schedule about it. As for working on Saturday afternoons, one and all saw no use in it. In the main, they were simply skimming the big orders and paying little or no attention to the small ones, which looked to be all wrong to me in a period of hand-to-mouth buying. If a dealer could not afford a big order, then take what he could afford—that was my feeling.

## Two Calls on Each Customer

Reversing the control from salesmen on the outside to one man on the inside to analyze conditions and direct the attack was necessary. One fundamental principle must stand behind all the selling that was done: service to retailers. I estimated the territory. How many calls could a salesman make in a day? How many calls could he profitably make on one retailer in a year? How much could he sell on each call? I analyzed these points. Then I called in the salesmen.

I announced a division of the territory into forty-two zones, each to be exclusively one man's. Each man was to call on every dealer in his zone, Monday, Tuesday, and Wednesday. Then he was to repeat on Thursday, Friday and Saturday.

The older salesman said flatly that two calls a week on each retailer was absurd; that I was all wrong if I thought they could work successfully all day Saturday. But those salesmen who were unwilling to cooperate got out of their own

accord. The men I wanted, those who were willing to put service first and build up their territory for the benefit of the firm and ultimately for themselves, stayed with me and put my plans through.

Since then territories have been allotted on a strict efficiency basis, with promotions as they are in the army. Changes and promotions are made in an open meeting, and absolute frankness prevails in announcing the changes. A man who had made the best record in the poorest territory was recently given one of the best territories, turned over by a man who wanted to go into business for himself in the West. Not merely sales were considered in this instance, but the relation of those sales to the fertility of the territory.

## New Commission Plan

On the other hand, when one of our suburban areas was cut into thirds, it meant a big cut in the business of one of our men. To offset it, we doubled his commission, to continue from October 1 to May 1. From that date, one-quarter of one per cent has been deducted monthly from that commission, and will continue to be deducted until the normal commission is reached, almost two years from May 1. Right now he is earning more money than he did before the division. By the time he is back to the normal basis, he will more than have made up the difference in commission by greater volume of sales.

Each salesman is in business for himself in his own territory on a commission basis. The big point with him is selling service. The hardware sells itself, for we handle only quality merchandise. He has

instructions to keep calling, to take an order even if it is only for one carton of tacks. And he is ready to give a hand when the dealer needs help in his own selling problems.

We take monthly accounting of our sales, totaled out of the daily reports made up by the salesmen—the number of calls made, and the sales made with relation to old and new customers. A percentage of efficiency is taken, and if, over a period of three or four months, a salesman shows no increase, we talk it out with him.

## Salesmen's Qualifications

The same thing applies to the few salesmen out on salary. In the process of becoming acquainted with his territory, any salesman is costly. But when the black figures show with him, we begin to consider him as a commission man, that is, when his earnings exceed his drawing account.

When we take new men on our sales force, we reserve our choice to those between the ages of 28 and 30, preferably with some experience in hardware. Each man is given a thorough schooling in our stock departments before he goes on the road. Our wish is to get boys of 16 or 17, keep them inside for five years, then send them out as missionaries on a salary which, in three months, should reach fifty dollars a week.

That initial analysis has paid large dividends. Four years later the distribution of our lines and our profits were four times as large. Our annual increase now is from 15 to 20 per cent. Instead of the 42 zones there are 60. The average zone has from 45 to 60 accounts. Fifteen calls can be made

in a day in the best districts, and 20 in the poorer sections.

And this was only the beginning. One thing led to another, for there are many sides to a business. We discovered that through our system of empowering anybody to take orders over the telephone, we were serving to increase our confusion. We decided to assign two men to telephone orders. At their elbow we put a stock catalog, that is corrected every twenty-four hours for new items or cancelled ones, for immediate reference. An inside telephone enabled them to communicate directly with the stock department for information on the condition of all stock. Then we began to attach a little slip to all orders taken in this way. These urge the dealer to call on our telephone order salesman when he has a call for an item he doesn't stock, or is "up against it" on a rush order that cannot wait for the next call of our representative. Now our telephone order department is averaging 175 to 200 orders a day, not counting all the calls for quotations and other stock information.

#### **Strengthening the Credit Policy**

The next thing we investigated was our credit, which was giving us a good deal of trouble about that time. When we analyzed our losses, we found that 75 per cent of them were directly due to accounts less than 16 months old. But credit at best is a ticklish problem. We saw the importance of having a first-class credit man to handle the matter, for it takes a mind trained in the details of this phase of business.

Our credit policy now stipulates all cash with an opening order. This applies to every new account. The whole credit structure, in my opinion, is based on the necessity that the dealer put his own money in the business.

If the dealer is unwilling to establish himself with us on a strictly responsible basis, there is a reason back of it. If he has the money, why isn't he willing to invest it in goods from a reputable house? Perhaps he hasn't the money; perhaps he simply doesn't want to sink too much of it at once.

If he hasn't the money, we are under no conceivable obligation to take the slim fly for him. We might as well take our clerks and start a chain of hardware stores of our own. We have already established firm credit foundations. Sustaining men who have not is a process that can only weaken our own credit structure. Advancing credit without the keenest scrutiny of the situation is no more nor less than giving yourself the chance to give away your business.

#### **Encouraging Cash Sales**

If a man finds you are willing to extend credit, he will be willing to take it, for it is human nature to pay slowly. Inexperienced in handling a business of his own, he is apt to saddle himself with goods in an unnecessary quantity without considering that items are to be added continuously. Suppose he wants to place a \$2,000 order, on which he is willing to pay \$500 cash. But he has the \$2,000 in the bank. It is important to show him that it is economy for him in the end to cut the order in half. He then still has \$1,000 behind him to take care of subsequent filler orders. We ask him to pay for what he buys and not to over-buy.

After the customer has paid for his opening order, he has established his credit and his right to refer to us for adequate reference in cases of future credit necessity. We are apt to extend credit after cash on an opening order, for we then have the measure of our man. There are few intelligent customers who argue this point. Since we established our credit man and this policy, our losses in this direction have been reduced 100 per cent.

Out of this came our system of using our trial balance sheet as a collection sheet. When the bills go out the last of every month, they are typed in duplicate on our ledger sheet, as a carbon copy of the statement. Our ledger files are divided according to the 60 sales territories. The trial balance sheets are folded in duplicate—the original for the salesman, the carbon for our files. At the end of the month, the bookkeeper takes the final balance on the customer's

account, places it opposite the customer's name on the trial balance sheet, and this goes to the head bookkeeper for analysis by month over the five preceding months.

The sheet now goes to the credit man, who places beside each customer's name a letter in code concerning the credit status of that man with us. A letter to the salesman accompanies the sheet, explaining the code: "A" following Smith indicates no more sales until payment of past accounts. "B" after Davis means go slowly with sales. And so on. The salesman then "jacks up" the customer on his delinquent account, for who knows better than the salesman the status of each individual dealer in his territory? As payment comes in during the month, remittance slips are made out in triplicate, one copy going to the salesman, so that he keeps closely in touch with the account from beginning to end.

#### **Four Turnover Plans**

In the analysis of our turnover, we saw the wisdom of four policies. In the first place, we buy only what we catalog regularly; it keeps us from tying up the small dollars in odd items. In the second place, we do not buy job lots, because our reputation for quality merchandise rests upon the certainty of dependable items. In the third place, we aren't tempted by price on a special deal, a point in common with the second, for our buyers are entirely responsible for their merchandise. Each controls the lines for which he is responsible. In the fourth place, we do not buy imported goods if we can find the same quality of goods in this country.

We have divided our purchasing department into four sections which include forty divisions of stock. In each division under him, the buyer has an assistant who is checking inventory constantly. This system of perpetual inventory checks up on items that are moving too slowly, as quickly as it checks up on those that are moving too fast. The latter is usually a signal to purchase less frequently, for the attendant expense on items that come in more than once a

*(Continued on page 397)*

# This Compensation Plan Evens Up Salesmen's Yearly Earnings

How the Olds-Detroit Branch Obtains Better Men and Better Performance by Placing the Salesmen on Salaries

By D. G. Baird

**I**N A GREAT many lines of business, where the usual procedure is to pay salesmen on a straight commission basis, sales managers go through the motions of hiring anybody and everybody they can get, giving them a dose or two of standardized instruction and setting them loose to sell whatever it is they may have. If such salesmen happened to make a sale or two occasionally, that was fine; if they sold nothing, well, the house was out nothing, anyway!

Under this haphazard plan there is a heavy and constant turnover of salesmen, but the sales manager is used to that and accepts it as a matter of course. Few of the men he got hold of were of much account, in his estimation, so if they wanted to leave he didn't have any time to regret their departure. He had an open advertisement with all the newspapers in town to bring him new applicants almost daily—and he gave them all “a trial.”

## Second Only to Used Car Evil

How to pay their salesmen is a problem among automobile dealers just as it is among firms in other businesses which must necessarily follow out similar sales plans. With them it is second only to the hoary one of used cars. It is so serious a problem, in fact, that to anyone who digs into it a bit, it seems to rank ahead of the swapping feature of the business. At least, something has been done to place the used car phase of the industry on a stable footing, whereas the problem of compensating salesmen is far more serious now than it was ten or more years ago.

A few dealers here and there, however, have given some earnest thought to the problem and have

made some effort to correct it. Quite a number of them have tried salary plans of one kind or another. Some of these plans have worked fairly well; many of them have failed because they were not properly worked out in the first place, or else were not properly followed out.

## How the Plan Operates

The Olds-Detroit branch has paid its salesmen on a salary basis for a year and a half or more, and everyone concerned likes the plan much better than the commission basis. The plan now in effect is the second one developed by this branch and it is to be presumed that it incorporates the experience gained through operating one such plan for a year before this one was worked out. The present plan has been in effect since the first of the current year.

The plan is rather involved and will have to be explained in detail.

In the first place, all cars are “flat-rated”; that is, instead of figuring the exact commission at 5 per cent, on each model, the management says, in effect: “The average price of an Oldsmobile is, roughly, \$1,000; therefore, we will pay you a flat commission of \$50 on any new car you sell. This will be the basis of all our compensation plans.”

New salesmen are employed on this basis. They are paid only 75 per cent of this commission at the time, however, the other 25 per cent, or \$12.50, being held in a bonus fund which is payable twice a year.

After working for 60 days on this basis, if the salesman has made good, he is offered the salary plan; if he has not made good, he is dismissed. He has worked two months on the \$50 per car commission

basis, but has been paid only 75 per cent of his commissions. His average pay for these two months is then taken as his salary for the next four months. A record of his commissions at \$50 per car for every new car he sells, and of 6 per cent on all used cars he sells, is kept, however, and if at the end of the six months' period his commissions exceed his salary for the period, he is paid the difference in the form of a bonus.

At the end of his first six months with the company, the salesman's total earnings, including his bonus, are averaged up and 75 per cent of his monthly average is established as his salary for the second half-year period.

## Establishing Salaries

The bonus or commission feature still applies and is amplified by being graduated in such manner as to offer a special incentive for exceptional work. The commission on the first 20 cars in the year he sells is \$50 per car; thereafter he is paid a dollar more on each car he sells than on the last car he sold, until his commissions may run as high as \$70 a car.

In the meantime, however, he is being paid only his salary; all else is credited to his account. At the end of the six months' period, his commissions are totaled up and if they exceed his salary, he is paid the difference. Salaries are paid twice a month; bonuses twice a year. There is every reason to expect that a man's commissions will exceed his salary, because the latter is based on 75 per cent of the former for the preceding half year and because the commissions will be more than \$50 per car if the salesman sells more than twenty cars a year. To earn less than his

# There is a key market product

*In it population is densest,  
richest—grocers most  
numerous, most powerful*

WHAT really builds business for a grocer?

Isn't it *concentrated* demand—many calls for your goods instead of few—large consumption instead of slow sales?

Wouldn't it be better for your product in Boston if 61% of the grocers within thirty miles of City Hall reported active turnover than if 100% were barely satisfied with sales?

If one judges by what retailers themselves do in Boston it would seem so. For the great Boston stores rely on *concentrated* advertising in a key trading area.

## *The key trading area 12 miles around City Hall*

In Boston the key territory is Boston City plus the surrounding suburbs for an average area of twelve miles around City Hall.

In this territory are 1,700,000 people. In it, too, are 61% of all grocery stores within a radius of thirty miles—and by far the most powerful stores.

From this twelve-mile trading area the Boston department stores draw 74% of their total business. The per capita wealth is about \$2000. Here the finest stores in Boston report 64% of their charge accounts.

## *Here the Globe leads in circulation*

You can cover this territory through the Boston Sunday Globe which here delivers 34,367 more

copies than the next largest Boston Sunday newspaper. This Globe circulation is *concentrated* in the key territory; it is not scattered over the thinner outlying population.

And you can back up such a campaign effectively through the daily Globe which exceeds the Sunday in total circulation in the same territory.

Such advertising concentrates upon retailers with real leadership. It reaches population with the highest buying power in Boston.

It will move merchandise.

## *National advertising in Boston may profit by the retailers' example*

Certainly Boston department stores know the market which is their daily study. They know where Boston buying power is highest, where they can make the most sales per dollar of cost, where advertising reaches the most responsive market.

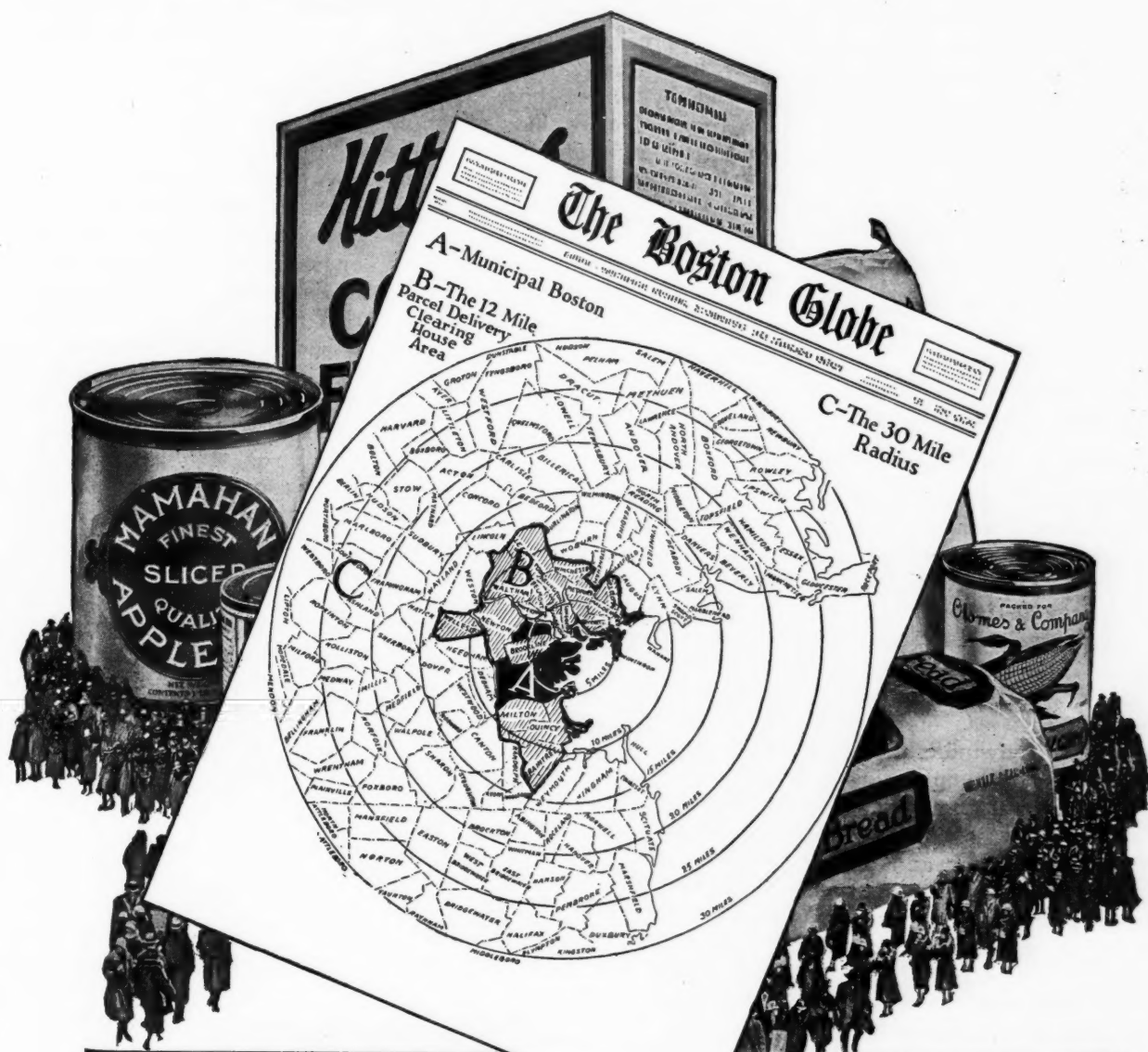
85% of every dollar spent in the grocery store is spent by women. Filene's of Boston credit 84% of their sales to women purchasers. Note the close parallel in these figures.

For food products, for drug products, could there be any stronger evidence of the Globe's businesslike blanketing of the Boston market than its leadership in department store lineage?

TOTAL NET PAID CIRCULATION IS  
279,461 Daily                      326,532 Sunday

It is pretty generally true in all cities with large suburban population that, in the metropolitan area, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

# in Boston for the food manufacturer



**In the Area A and B, Boston's 12-mile Trading Area, are**

64% of department store charge accounts	60% of all hardware stores
74% of all department store package deliveries	57% of all dry goods stores
61% of all grocery stores	55% of all furniture stores
57% of all drug stores	46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday.

## The Boston Globe

*The Globe sells Boston*

salary, he would have to earn less than three-fourths of what he had been averaging prior to the time when his salary was established.

It is apparent, therefore, that the company stands little chance of losing anything on the plan, yet it possesses attractive features that appeal to the men, as is evidenced by the fact that they all choose it in preference to the commission basis. Of the eighteen new car salesmen at present on the staff, all except two are on salary and the two who are not are serving their apprenticeship.

An extra commission of 6 per cent is paid new car salesmen on any used cars they sell; this commission is payable immediately after the sale is closed. It is claimed that the eighteen new car salesmen together sell twenty to twenty-five used cars a month.

#### **Insuring a Regular Income**

"The most attractive feature of the plan to the salesman," as H. B. Heberling, retail sales manager, pointed out, "is that of insuring them a regular income. Selling automobiles is a rather seasonable business. One may make a very large income for a few months in the spring, then see his commissions gradually dwindle, then perk up a bit, then decline again, and so on throughout the year. Not only that, but the best of men have streaks of good luck and of bad luck; one week they may sell them going and coming, and the next week, or the next month, they may be unable to sell a thing. No matter how hard they work, it just seems that everything is against them. The result is that the average commission salesman is either a prince or a pauper. Sadly enough, too, when he is a prince he is prone to blow his money, then when the pauper period comes, he is a pauper sure enough. Of course, his income would average up very well over a period of several months or a year, if he would work steadily, but if he doesn't lay by anything during his prosperous periods, he has nothing to tide him over the dull periods.

"Under this plan, we average up their earnings for them. We take three-fourths of a man's earnings

for a period and pay him that rate as a regular salary. No matter how much he earns during the next six months, his salary is all he gets, and no matter how little he earns during any part of that period, he gets that stated salary just the same.

"We employ steady, married men only, as a rule, and such men highly appreciate a steady income. They know what their expenses are and they know those expenses are regular; they like to know what their income is going to be and to know that it, too, will be regular. The landlord and the grocer don't like to wait for their pay till a salesman can sell a car and get his commission.

"Then, too, the plan encourages thrift. The salary, as a rule, provides one a substantial living and all over that is held up and allowed to accumulate for six months. At the end of that period, one gets all the surplus that has accumulated and he has enough to do something with. If this surplus had been paid him from month to month as it accumulated, he and his family would have just felt that he was earning good money and they could afford to live well, with the result that he wouldn't have saved a thing. But under this plan, they live modestly and when he gets his bonus, all in one big lump, they are not going to run out and blow it all in. Instead, they're going to think of the down payment on a home, a good piece of real estate, or some other investment that will bring them future returns.

#### **A Better Class of Men**

"From our standpoint, it enables us to obtain a better class of salesmen and to get better work out of them than they could do under a commission plan.

"We don't want the high-pressure, snappy, go-getter, erratic type of salesmen. We want steady, conscientious, dependable men who will learn our product, represent it truthfully, follow our instructions, and keep plugging away, day after day, eight hours or more every day. We give preference to inexperienced men and to married men because the inexperienced men

will profit by instruction and the married men, as a rule, will work steadily.

"We had to do a lot of weeding out before we got a satisfactory group of men, but we did it and we did it ruthlessly. The standard of automobile salesmen these days is amazingly low, so we were determined that the standard of our men should be equally high. This salary plan was the chief attraction that enabled us to get and hold good men.

"Placing them on a salary basis also gives us a measure of control over our men that we could not exercise otherwise. A salesman on straight commission feels that he is pretty much his own boss and that if he doesn't work, it's nobody's business but his own; one on a salary feels that he is obligated to keep going, because he is being paid to do so. If a salesman on commission makes a sale, he is usually through for the day or the week, because he has already made a sale and thinks he can afford to loaf; if he doesn't make a sale, he becomes discouraged and loafs anyway. His employer can't do a thing about it, because he can step right across the street and get the same proposition with another dealer.

#### **Few Ironclad Rules**

"We have only a few rules, but we enforce them. The men must learn our selling methods and follow them; they must report at eight o'clock three mornings a week when we have sales meetings and at 8:30 on other mornings; they must report in person or by 'phone between 11:30 and 1:30 and in person between five and six; they have to do a certain amount of canvassing, depending on conditions; they have to follow up owners; they have to follow up their prospects promptly and energetically—in other words, they are simply required to do the usual things, the difference being that they really do them for us.

"There's one other important result of the plan and that is, the men are relieved of the mental hazard of not knowing whether they're going to be able to pay

*(Continued on page 396)*

# THE ERICKSON COMPANY

*Advertising*

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,  
watch the advertising of the following:*

BON AMI  
CONGOLEUM RUGS  
VALSPAR VARNISH  
GRINNELL SPRINKLERS  
McCUTCHEON LINENS  
PETER SCHUYLER CIGARS  
ANSCO CAMERAS AND FILM  
COLUMBIA WINDOW SHADES  
TARVIA  
DUZ  
MILLER TIRES  
WALLACE SILVER  
THE DICTAPHONE  
BARRETT ROOFINGS  
NAIRN INLAID LINOLEUM  
COOPER HEWITT WORK-LIGHT  
TAVANNES WATCHES  
BONDED FLOORS  
HAVOLINE OIL  
NEW-SKIN

*What we've done for others we can do for you*



Member of the American Association of Advertising Agencies  
Member of the Audit Bureau of Circulations  
Member of the National Outdoor Advertising Bureau

# Federal Trade Commission to Rule On Meaning of Castile Soap

Insists on Ancient and Literal Meaning of Descriptive Names of Products; Hundreds of Manufacturers May Be Affected by Decision

**H**EARINGS are scheduled to begin in Washington September 7, before the Federal Trade Commission, in a case that is of unusually wide significance. The theory of the Commission, if it is sustained by the courts, may affect the manufacturers of a long line of products that are not at all related to the subject matter of the present proceedings.

There are scores, and probably hundreds, of products which are described commercially by terms that originally had a specific meaning different from the meaning that is commonly understood by the same term today. Commercial research, for example, has resulted in the development of many new ingredients, materials and processes which have changed the actual physical or other characteristics of many products, which still continue to be described by the old, familiar terms. If the doctrine now advanced by the Trade Commission is established, however, there is at least a grave possibility that the manufacturers of such commodities will be obliged to abandon the use of the terms in question, and either invent new terms or run the risk of a proceeding by the Commission.

## A Common Trade Practice

The immediate question that is raised by the Commission is as to the meaning of the term "Castile Soap." The progress of the art of soap making, and the effort to produce soaps that would meet specific conditions, have resulted in many modifications of the original formula which produced soap of this particular type. Many, if not most soap manufacturers, have produced "Castile Soaps" that were not composed in whole or in part from olive oil, largely by reason of the simple fact that olive oil is not as satisfactory a soap ingredient as some other vegetable oils, particularly where the soap is

to be used in districts where soft water is not obtainable. This has been the common or general practice in the soap industry for many years. Now, however, comes the Federal Trade Commission, at the instance, presumably, of the importers of olive oil soap, with a declaration that the only proper meaning of the term "Castile" is a meaning which it might have had many years ago, and that the use of the term "Castile" in connection with soaps not made from olive oil, to the exclusion of all other oils and fats, is an unfair method of competition.

## Says Meaning Has Not Changed

In its formal complaint against James S. Kirk & Company, of Chicago, the specific respondent selected, the Commission says:

"Genuine Castile soap, so named from Castile, a geographical division of Spain, the place of its first manufacture, is a hard soap, the oil ingredient of which always has been and now is olive oil to the exclusion of all other oils and fats. Said soap has been for many years distributed in commerce, and has been in general use by the public throughout the United States. . . .

"For more than four years last past, respondent, in the course of its business, has manufactured and sold in interstate commerce, in addition to several brands of soap that contain various percentages of olive oil, seven other separate kinds of soaps, each named, branded, labeled, advertised and sold as castile soap, which contain no olive oil content whatsoever, to-wit: the 'Kirk's Cocoa Hardwater Castile,' the 'Bengal Castile,' the 'Kirk's Cocoa Strip Castile,' etc. . . . The aforesaid naming, branding, labeling and advertising of said soaps by respondent has the capacity and tendency to mislead and deceive the public into the erroneous belief that respondent's said soaps are genuine castile soap, as defined in Paragraph Two hereof, and to cause the trade and the public to purchase respondent's said soaps in that belief. . . . The above alleged acts and things done by respondent are all to the prejudice of the public and respondent's competitors, and constitute unfair methods of competition in commerce within the intent and meaning of Section 5 of the Federal Trade Commission Act."

The Trade Commission asserts, in other words, that the meaning of the trade term "Castile Soap" is strictly the original meaning the Commission says it had, and that this meaning has in no degree been altered by the progress of the art or the establishment of trade custom or the acquiescence and approval of the public. In the Commission's view, what the term meant a hundred years or more ago, it means today, and any use of it aside from that ancient significance is a wrongful injury to those who use it in its original sense.

As to the merits of the particular case in controversy, it is not necessary to express any opinion. It may be equitable to present the importers of pure olive oil castile soap with a monopoly of the term "Castile," or it may not. But the outcome of the case will have considerable significance for the manufacturers, not only of soap, but of all other commodities that are described by trade terms that do not mean today precisely what they meant when they were first adopted.

## What the Outcome Will Show

Commercial research has very largely devoted its energies to the development of new ways to do old things, involving frequently the adoption of new ingredients and new processes and new combinations. Is it an unfair method of competition to apply the old, familiar and commonly understood trade terms to these new products? Must the manufacturer of a new or improved product, or a product devised to meet unusual conditions, invent or adopt a new name for it in order to avoid the possibility of action on the part of the government? Is the meaning of a trade term in common use to be determined by government fiat, by trade custom, or by the sense in which it is used by the general public?

# What are your Advertising Plans for 1937?



**M**ANY second-best sellers in every class of merchandise today were once the leaders in their particular line.

Many articles of everyday use that your mother thought peerless your good wife simply will not use.

In every home you will find packages dusty from lack of use. People once considered them the best money could buy. Lately, they tell you, "we don't seem to find so much need for this stuff."

And there on the pantry shelf they remain. Dead as far as present or further use in that household is concerned, but very much alive to stop further sales when friends or visitors mention the brand name.

The public may not be an unfailing judge of quality; but, like Babbitt, it knows what it likes.

Sometimes the good old quality *has* been shaved a

trifle. In a few cases a better product for the money has come along. But generally you will find that 1926 usage demands a slightly altered conception of the product and its advertising presentation.

Gradually, a once popular laundry soap falls into disfavor with a generation educated to the advantages of a washing machine that favors soap flakes. The demands for large size grand pianos slacken as the rising value of city real estate cramps the size of apartment-house rooms.

Even a standard commodity such as candy demands studied freshness of presentation in package and copy.

One duty of a modern advertising agency is to keep its ear closely tuned to the vibration of the consumer's purse-strings.

Working with a far-sighted advertiser, market developments can often be sensed and

influenced years in advance.

The advertising of Armstrong's Linoleum for every floor in the house—when most other linoleum manufacturers were content to sell for kitchen and bathrooms only—is one example of an advertiser planning for 1927 in 1917.

The advertising of Warren's Standard Printing Papers is another example—this time taken from the field of business use.

By presenting through their advertising the value of direct mail as an aid to help you buy or sell, the S. D. Warren Company have made as uninteresting a subject as blank sheets of printing paper interesting to the reading public. And they have created a broader market for paper as a whole and carved for themselves an envied niche in that broadened market.

What are your advertising plans for 1937?

GEORGE BATTEN COMPANY, INC.

*Advertising*



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GEORGE BATTEN COMPANY, INC. • NEW YORK • CHICAGO • BOSTON

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# We Dropped \$2,000,000 in Sales and Doubled Profits

By Passing Up All Retail Outlets Except Independent Dealers, We Have Sold Them Our Merchandising Ideas and Stopped Price Cutting

*By a New York Manufacturer*

THERE is an old story about two boys who went out to pick berries from the same patch. One boy hurried from bush to bush, grabbing off only the big choice berries which were easy to pick. The other boy took one bush at a time and picked it clean before he left it.

According to the story the boy who picked each bush clean had by far the most berries at the end of the day. One boy picked a few berries from many bushes; the other boy picked many berries from a few bushes.

It seems to me that this story illustrates two sales policies. Consider a customer a berry bush. There are so many possible customers for the average manufacturer it is difficult to decide from which bush we are to pick the best orders. Many manufacturers, it appears, are content to pick a few berries from many bushes.

## Fewer and Better Customers

In our business we have selected our customers carefully and have decided to pick all our berries from a certain type of bush, so to speak, but we are concentrating our sales efforts of picking the right bushes and in being sure that we are not leaving too many berries on the bushes we do try to pick. And we are doing our best to cultivate each bush so that it will continue to bear more fruit each year.

To put it another way. There are many varied outlets for our products, which are rubber shoes and boots. We could sell the mail order houses, the chain stores, we could sell by mail, or through canvassers direct to the consumer. We could concentrate our sales efforts on a few big department stores in the larger cities and perhaps dispose of our entire capacity.

It would probably be possible to sell a portion of our output through all of these channels.

We have decided to sell through none of the channels mentioned in the preceding paragraph. Not that any of them is undesirable, for they are all legitimate and honest, and each different channel offers a genuine opportunity to dispose of a large volume of merchandise. For certain manufacturers each of these channels offers a very desirable outlet. But for our own particular merchandise and for our own manufacturing facilities, we believe the independent retail merchant in the small and medium sized towns offers the one most desirable outlet for our merchandise.

## Sales Decline \$2,000,000

When the present management took charge of the sales policies of our company, we were just emerging from the hectic war boom. Sales had been as high as \$2,000,000 more than our present annual volume. The business had paid the usual penalties for over-expansion.

It was obvious that we could not handle more than a certain volume of business. Our problem was, as it is today, to obtain a profitable volume of business—a volume that would keep our plant running at a fair capacity, and bring us a fair return on the investment. Profits, for a year or two prior to the advent of the present management of the business, had been put back in brick and mortar, machinery and high-priced inventories.

When we began to survey the market, it was apparent that there was a vast volume of business obtainable from certain quarters—provided we were willing to handle it without profits. The big buyers demanded a certain quality of merchandise, and discounts which

eliminated profits. Many manufacturers eagerly sought this type of business because, in their opinion, it helped pay the overhead. We decided to pass it up.

The more we studied the situation the better the independent retailer looked to us. We decided to go after his business and let someone else have the big volume business.

## Could Not Compete

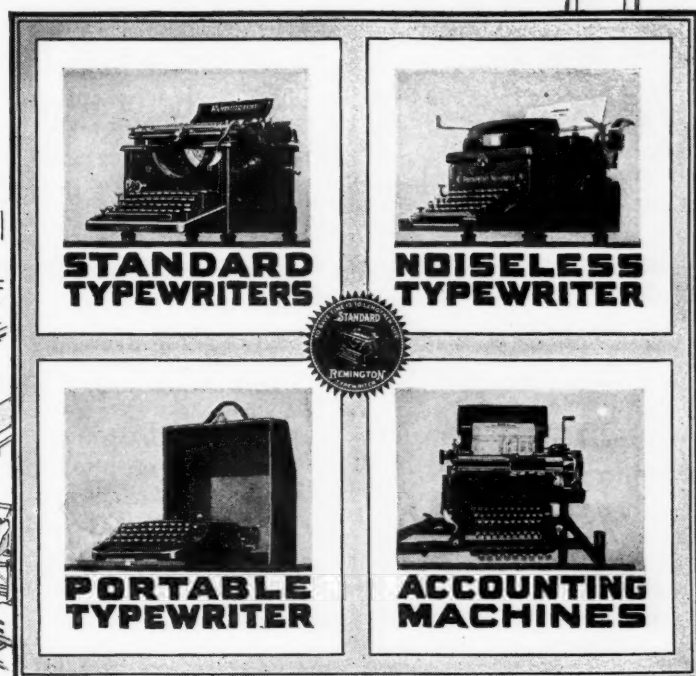
We began to study the needs of the independent retailer to see if we were really in a position to serve him. The first thing we learned was that many retailers in small towns and communities were buying the same kind of merchandise which was being offered by mail order houses, bargain basements, chain stores, and the popular price department stores which specialize on volume rather than quality.

These independent merchants, however, were not buying this merchandise at prices which enabled them to compete with their more powerful competitors. We found many retailers who were asking appreciably higher prices for the same merchandise that could be obtained from the chain store across the street, or from the bargain basement of a nearby department store.

When we began to study this condition we determined to offer these merchants a line of merchandise which was not similar to the merchandise being sold by their competitors. We believed that there was still ample opportunity for the retail merchant who specialized on high quality merchandise, and who did not try the hopeless task of beating the chain and department stores at their own game.



Remington-made Paragon Ribbons  
and Red Seal Carbon Papers  
always make good impressions



*Standardizing with Remington  
means typing efficiency*

**T**HERE is exactly the right Remington for every writing purpose. Only Remington can offer the typewriter user such complete typing service, with all the resulting advantages of a single responsibility for each and every requirement of any kind of business.

There are standard Remingtons for general typing and wide carriage work; the Remington-Noiseless where quiet is desired; the Remington Portable for personal use; tabulating Remingtons; vertical adding Remingtons; and the complete Remington Bookkeeping Machines.

Let our representative make a survey of your requirements and recommend a Remington equipment that will establish new standards of efficiency for your office. No obligation will be incurred. Write or phone the nearest Remington branch office.

**REMINGTON TYPEWRITER COMPANY**

Consumers Bldg. 220 S. State St. Chicago, Ill.

*Branches Everywhere*

Remington Typewriter Company of Canada, Ltd., 68 King Street, West, Toronto

# Remington

## TYPEWRITERS

**A MACHINE FOR EVERY PURPOSE**

Further study of the needs of the independent merchant showed us that he could no longer buy big stocks in advance—that he must have a nearby source of supply which could be drawn upon instantly. We saw that it was up to us to carry the stocks, and literally have them on hand at his front door when he needed them.

We believed that we could offer a real service to the independent retailer if we could induce him to buy our line and push it, because we would not sell our brands to volume buyers at a discount. Thus we would eliminate cut-price competition on our brands, because we would charge every customer, no matter what quantity he bought, the same price.

Our problem was to convince the independent merchant that our analysis of his situation was correct.

#### **Give Instant Service**

We maintain seven branch stocks and are equipped to give instant service at all times. This means that we do the gambling on styles and the weather, which is a big factor in the sale of our line.

By manufacturing a distinctive and a high quality line, and selling it at the same prices to every buyer, we automatically cut off a large volume of business. At the same time this policy gives us a real sales story for selling the independent merchant. It also means that we must connect with the best independent merchants in all of the towns where our salesmen call. And that means each salesman must develop each merchant to the utmost because he cannot reach his quota at the last minute by giving an inside discount to a big buyer and obtaining a big order.

Our sales policy has forced us to become better merchandisers and to give more thoughts to the problems of our customers. It has forced us to set a definite quota on each territory and on each type of product which sells in that territory.

But the same policy has enabled us to handle nothing but the profitable business. Today we are making a better profit on a volume considerably smaller than we

handled several years ago when we were selling to any and everybody.

We have been forced to keep a close watch on all our customers because we have deliberately chosen not to sell a large part of our potential market. It frequently happens that one of our salesmen will come in to a branch office and declare that he is through for the season. He will honestly believe that he has obtained all the business to be had in his territory. Then he sits down with the branch manager and begins going over his territory town by town, and customer by customer. Before them are records on every customer which show that each customer has purchased by brands. Suppose the salesman has failed to sell a certain customer any "Catch Firms"—one of our leading brands. The records will show that the same customer bought a liberal supply of this brand the previous year. "Better go back and see if you can't get his order for 'Catch-Firms,'" the branch manager says. In another town it will be found that the salesman missed the buyer; in still another town we will have no account at all, in spite of the fact that there are several good merchants who ought to be selling our line. Before the session is over the salesman will have seen that he has much work to do before he can conscientiously say that his season's work is completed.

#### **Local Advertising**

Our advertising is planned in the same careful manner. Due to varied weather conditions and incomplete national distribution, we are unable to advertise on a national scale. But we appreciate the need for advertising, so we use the country weekly newspapers. This gives us an opportunity to concentrate our advertising in the communities where we have the most loyal dealers, where advertising is most needed, and where it will do the most good. It gives us a closer tie-up with our best dealers and enables us to help them move their stocks quickly.

We have found that dealers are willing and anxious to cooperate

with this sort of advertising because they can check it closely, because it gives them more local prestige and because they see actual results from it. In many towns we have been able to obtain the very best accounts because of our newspaper advertising on brands which the dealers carried in stock.

We have discontinued our national sales conventions. In place of them we hold regional conferences. I like them better. With only a few men at each conference we can work right in the branch where the merchandise is in stock, right where each man is at home and willing to thresh out his individual problems.

#### **Too Little Supervision**

I believe there is a tendency towards too much mass management in business today, and too little individual attention to salesmen. At these conferences of ours all of us work on each other's problems, because there are few enough of us in attendance so that each man's individual problems will receive careful attention.

Since we have laid out the policies described in this article we have decreased the turnover of dealers considerably. We have found there are still many buyers who will stick to a manufacturer so long as they are given fair treatment, honest merchandise and price protection. They will not go shopping merely for price when they are being treated squarely. I believe that many manufacturers could find the solution to the dealer turnover question if they studied the treatment their dealers were receiving instead of blaming everything on the dealers' desire to buy at cut prices.

Much of the blame for price cutting lies at the door of the manufacturers who find one way and another to cut prices, instead of trying to find the one best market for their merchandise. This year seems to be a particularly bad one so far as prices are concerned, but our volume is holding up because we have sold our merchandising ideas to our customers. They are no longer panicky at chain store price cutting.



# Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION  
AND DISTRIBUTION OF BETTER SALES LITERATURE

SEPTEMBER 4, 1926

## Owner Prestige as a Sales Argument

IT IS always easy to say "used by the best families" or "sold in the leading stores," but the wary reader of sales literature today wants specific references. Your idea of what constitutes the "best families" and the "leading stores" may not always jibe with his and he wants to know just who you mean.

The Packard Motor Car Company has been successful recently in building sales literature around certain definite groups who at least have the reputation for discerning judgment and good taste. An example of sales literature of this type is shown on this page.

The letter over the dealer's name gains weight because it mentions specifically just

how many of the distinguished supreme court judges and members of the cabinet own Packard cars. The locale of the illustration on the inside page is made unmistakable by placing the capitol building in the background.

Letters and other sales literature of this type are not only valuable in pushing sales in the particular locality where these distinguished

owners live, but are also useful on a national scale, since the owners are nationally known.

On the other hand, material of this kind, based upon ownership by individuals and concerns who are prominent leaders in their own sections of the country, makes

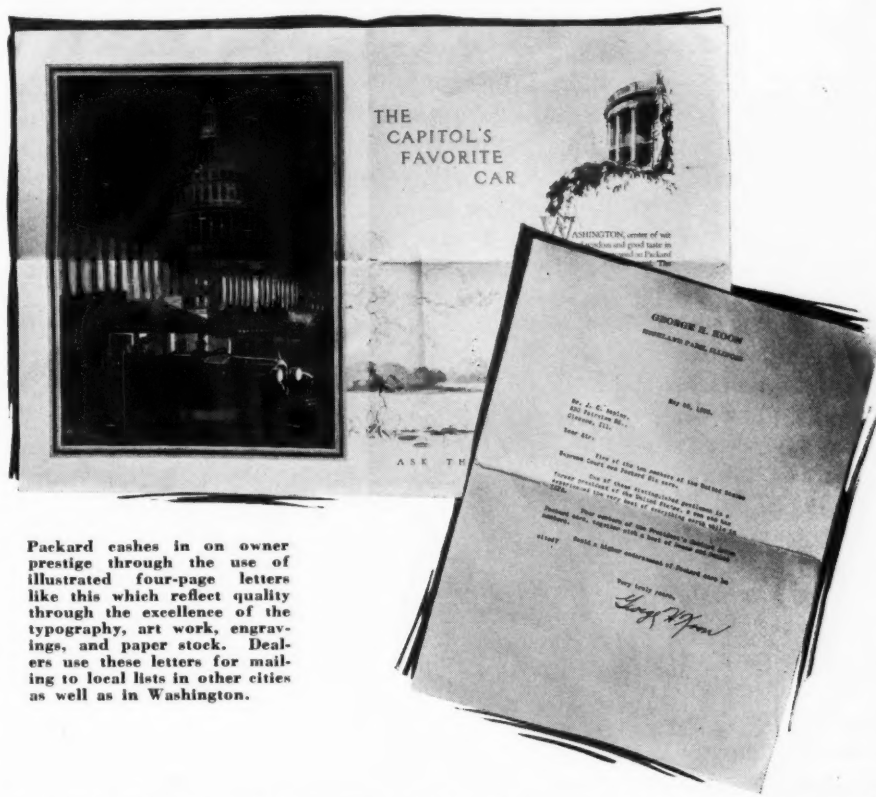
As competition increases in certain territories and more intensive sales work is planned to meet it, owner prestige is a potent factor in building sales on a foundation that has already been laid.

Testimonials from prominent owners, photographs showing the product owned and used by well known individuals, or photographs of the people themselves are also effective media for convincing the prospective buyer the product finds favor among those who are best able to judge real quality.

Many concerns receive during the course of the year a wealth of material in the way of unsolicited letters from satisfied users, reports from salesmen of ex-

traordinary performance, etc. This material can be made to serve as the basis for sales literature that will produce real results. The trouble in most cases is that much of this matter gets lost in the files and disappears before it is used.

It will pay concerns to take an owner census now and then for the purpose of finding out who buys the product and how they use it.



Packard cashes in on owner prestige through the use of illustrated four-page letters like this which reflect quality through the excellence of the typography, art work, engravings, and paper stock. Dealers use these letters for mailing to local lists in other cities as well as in Washington.

mighty convincing literature for concentrated local sales work. An analysis of local ownership in many lines would provide the sales and advertising departments with effective material for sectional campaigns which, because of its specific nature and home-town flavor, would produce larger returns than general messages designed to cover the national market.



## How the Ottawa Manufacturing Company sells milking machines by mail

### *A Direct Mail Campaign*

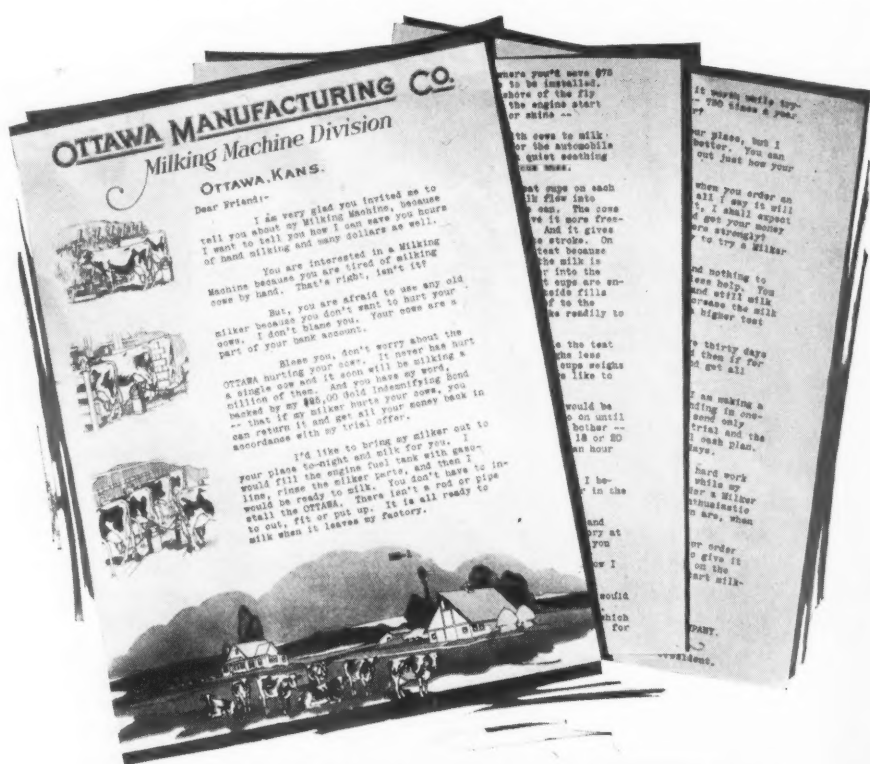
mailings went out within a month, showing that consistent follow-up at short intervals is important in closing the sale while the buyer's interest is warm.

Some direct mail campaigns fail to produce the maximum possible results because the advertiser stops too soon, either discouraged because the returns from the first

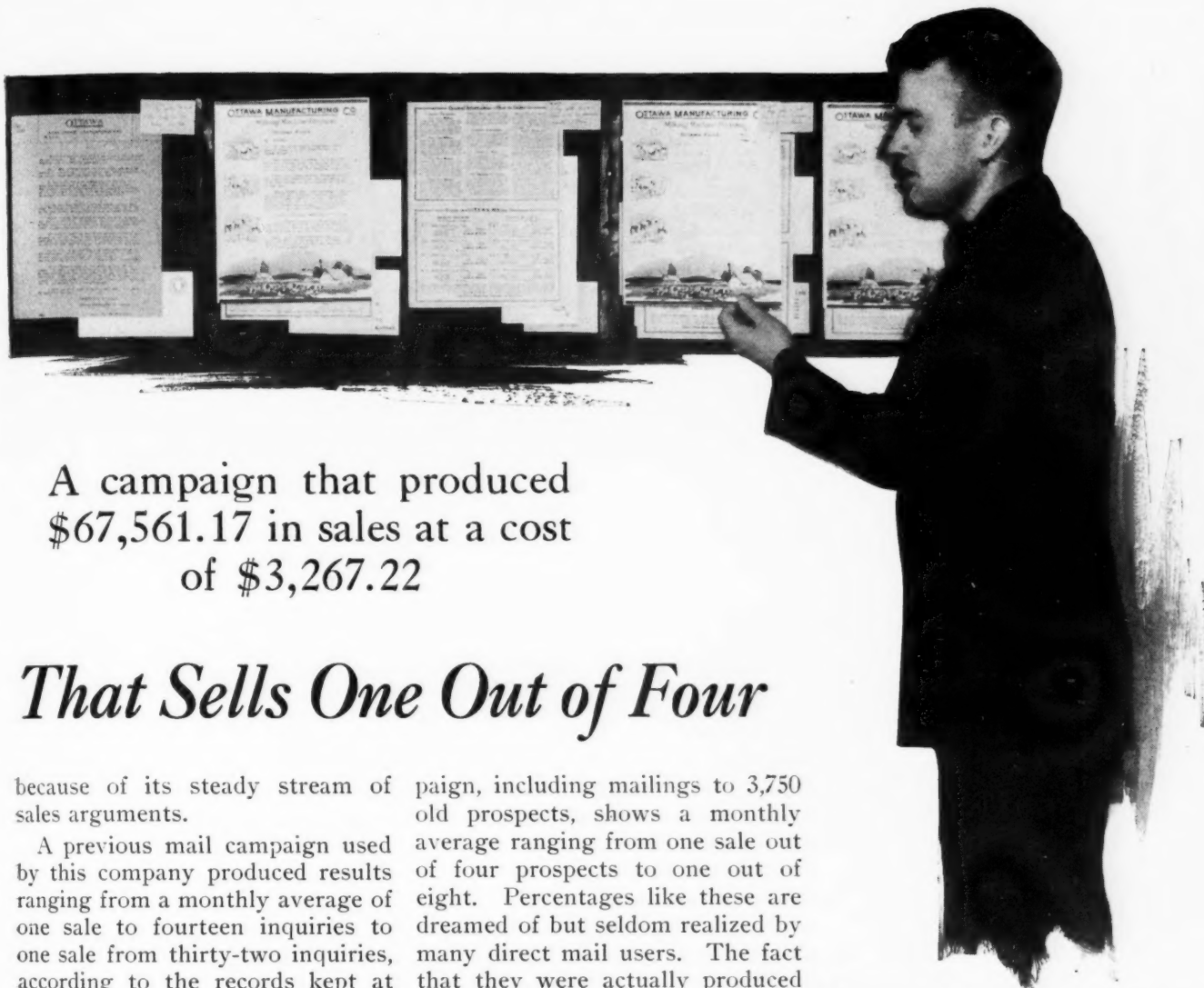
few mailings are not up to expectations or because he thinks he has milked the market dry. Others are unsuccessful because the mailings are strung along at too long intervals and the buyer loses interest between shots. It might be said that the Ottawa company's campaign hangs on like its product and extracts results

**A** DIRECT mail campaign to sell milking machines may not cause the manufacturer of turret lathes to bite his nails in his anxiety to find out all about it. However, when a campaign such as that used by The Ottawa Manufacturing Company sells \$67,561.17 worth of products at a cost of \$3,267.22, the underlying principles which make such results possible are worthy of some careful consideration, regardless of the kind or type of product sold.

This campaign was used by The Ottawa Manufacturing Company to sell milking machines by mail to prospects who answered the newspaper advertisements of this company. It consists of seven mailings extending over a period of twenty-six days. This fact alone is noteworthy because it indicates that it pays to continue the drive on the prospect after he has once expressed his interest. The other point of interest in this connection is that the entire series of seven



The first mailing includes a three-page letter. All subsequent mailings but one include two-page letters. This is one answer to the question, How long should a sales letter be?



A campaign that produced  
\$67,561.17 in sales at a cost  
of \$3,267.22

## That Sells One Out of Four

because of its steady stream of sales arguments.

A previous mail campaign used by this company produced results ranging from a monthly average of one sale to fourteen inquiries to one sale from thirty-two inquiries, according to the records kept at the home office. The new cam-

paign, including mailings to 3,750 old prospects, shows a monthly average ranging from one sale out of four prospects to one out of eight. Percentages like these are dreamed of but seldom realized by many direct mail users. The fact that they were actually produced shows something of the results

because of its steady stream of sales arguments.

The campaign itself, of which several exhibits are shown on these pages, runs as follows:

**First Mailing.** This is sent out only in answer to inquiries received from newspaper advertising. It includes a three-page letter, price list, order blank, special order blank for time payment plan, leaflet calling attention to the time limit on the easy payment plan, and return envelope (not stamped) under one cover. The large broadside illustrated here is mailed at the same time in a separate envelope.

**Second Mailing.** One day after the first mailing, a two-page letter playing up the personality and experience of Harry C. Overman, president of the company, is mailed together with a set of order blanks, return envelopes, the same as enclosed with the first mailing.

**Third Mailing.** Four days after the second mailing, a two-page letter with a set of testimonial

(Continued on page 383)

**OTTAWA Milking Machine**

**YOU CAN NOW HAVE A REAL POWER MILKER WITHOUT ANY INSTALLATION EXPENSE**

The OTTAWA One Unit Milking Machine

**THE TRUTH ABOUT MILKING MACHINES**

Know the Power Builders

Try For 30 Days

**OTTAWA Manufacturing Co.**

**THE TRUTH ABOUT MILKING MACHINES**

Know the Power Builders

Try For 30 Days

**OTTAWA Manufacturing Co.**

This broadside is mailed under separate cover as part of the first mailing. It contains a complete description of the product and tells about the men behind it. It gives the prospect specific information about which he has inquired. He does not have to wade through several mailings in order to get the facts about the product.



THIS BOOKLET TELLS OLDSMOBILE DEALERS WHAT TO DO, HOW TO DO IT, AND WHEN TO DO IT. IN THIS WAY, IT COORDINATES THE WORK OF EACH RETAIL SALES OUTLET WITH THE NATIONAL ANNOUNCEMENT CAMPAIGN OF THE FACTORY WHEN A NEW MODEL IS READY FOR THE MARKET. THE SAMPLE PAGES SHOW HOW CLEARLY THE ENTIRE PROGRAM IS MAPPED OUT FOR THE DEALERS.

## Setting the Stage for the New Model

WITH the rapid development of motor car construction and styles, automobile makers have had a large opportunity to become proficient in the art of setting the stage for new models. A brief trip behind the scenes with one of the oldest manufacturers in the business, shows a little of the immense amount of detail and the careful planning that is necessary in order that the national advertising of the factory and the local sales promotion work of the dealers will be properly coordinated and carried out on schedule time.

Many manufacturers in other lines of business can gain food for thought from the methods used by the Olds Motor Works in introducing a new line of models recently that will be helpful in staging the introduction of new products other than motor cars.

While the advertising and sales promotion campaigns are worked out and thoroughly understood by the executives at the home office, it is sometimes difficult to convey the complete picture of the entire campaign to thousands of dealers all over the country, clearly explain

all the details and show them the part they are to play and how to play it. The Olds Motor Works solved this problem by preparing what, in reality, is a special retail sales manual covering every function which the dealer is expected to perform in staging the announcement of the new cars. Every move is explained and described so clearly that all the dealer has to do is to follow directions.

The title of the manual, "How to Make the Most of It," attracts the dealer's interest and suggests exactly what he wants to do—make the most of the sales opportunity provided by the new cars the factory is building. The inside pages describe in logical order the steps that are necessary for making the most of this approaching opportunity for sales. The character of the information thus presented to the dealers is indicated by the headings on each page, which are as follows, appearing in the order named:

"How To Use This Book To Your Decided Profit."

"An Opening Campaign That Arouses Public Interest."

"Sales Making Displays Where The Sales Are Made."

"Striking Sales Literature For Your Every Need."

"Outdoor Displays Will Add Tremendous Power."

"Study The Revised Selling Guides."

"How To Conduct A Good Announcement."

The opening campaign for arousing public interest consists of a series of eight newspaper advertisements. These are shown in miniature. A blank form is provided on the page so that the dealer can make up his own newspaper advertising schedule with the material before him. He can settle this part of the announcement campaign before he becomes confused about showroom displays, direct mail, outdoor advertising, etc.

This is followed by suggestions for dressing up the showroom and illustrations of the materials which the dealer can order from the factory, together with an order form for listing the pieces wanted and thus disposing of this matter on the spot. Next in order, the various folders, mailing pieces, and other sales literature are illustrated and suggestions are furnished for the

(Continued on page 382)

# *A Simple Matter of Arithmetic—*

## **A GOOD PRODUCT**

*—plus*

**SALES EFFORT  
A RICH MARKET  
THOROUGH COVERAGE  
INTELLIGENT ADVERTISING**

*—equals*

**INCREASED BUSINESS FOR YOU**

**Mr. Manufacturer:** You have the product and the ability to make the sales effort

**WEST TEXAS** *is one of the richest*  
**PRIMARY MARKETS OF THE NATION**

### **The Fort Worth Star-Telegram and Record-Telegram**

*offers a thorough coverage of this market  
with net paid circulation*

### **Over 120,000 Daily or Sunday**

reaching over 1,000 towns throughout West Texas, with more circulation in that area than any other three or four papers combined.

**THE RESOURCES OF WEST TEXAS** are more diversified than you will find in any other territory. The **MAJOR** industries include cotton, grain, livestock, feedstuffs, wool, oil, etc. The production of this market puts approximately **A BILLION AND A HALF DOLLARS** INTO CIRCULATION EACH YEAR.

**SOLVE THIS PROBLEM OF ARITHMETIC** by planning your advertising and sales campaigns to include **WEST TEXAS**, and, of course, the

*Quoting  
Sales Management  
July 10, 1926*

#### **FT. WORTH, TEXAS**

Best wheat and oat crops in years insure good late summer business in Ft. Worth section. Estimated value of the crops is \$60,000,000, which will be in circulation by August 1. Building permits in Ft. Worth for the first six months of 1926 exceed entire year of 1925. Oil developments described as "feverish," due to opening of new fields, demand for gasoline and high price of crude oil. W. E. Connell, president First National Bank, writes, "Taking it all around, I have not seen business conditions as good in this territory for several years as they are at this time." Sales managers should develop this territory intensively this summer and fall.

### **FORT WORTH STAR-TELEGRAM**

(EVENING)

### **Fort Worth Record-Telegram**

(MORNING)

### **FORT WORTH STAR-TELEGRAM**

*and Sunday Record*

**Largest Circulation in the South**

**Charter Member Audit Bureau of Circulations**

**AMON G. CARTER,**  
President and Publisher

**A. L. SHUMAN,**  
Vice-Pres. and Adv. Director



## Fighting Mail Order Competition With Its Own Advertising Weapons

THE sales literature used by mail order houses has rarely been noted for its beauty and distinction, it is true, but frequently it has been a thorn in the side of the retailer and the manufacturer selling to the retail trade. While they hesitated to adopt the crowded highly colored style of mail order advertising, they felt the inroads that such literature was effecting on their own sales volume.

Not so, the Goodyear Tire & Rubber Company. This concern chooses the same weapons and arms the retailers with sales literature that is of the mail order type in everything except the order blank which is not needed in this case.

An example of the application of mail order sales promotion methods to retail selling is shown on this page. The illustrations, type

arrangement and style are familiar to anyone who has ever seen a mail order catalog or broadside. But, the piece has been localized strictly by eliminating the manufacturer's name and giving only the name and address of the retailer.

The bright red color in this broadside has been lost somewhat in the process of reproduction in one color. However, the general effect is evident.

A feature of this mailing piece is that the products shown are limited to those tires and tubes for small, light cars. No attempt is made to include larger sizes for the more expensive cars on the theory, no doubt, that buyers of this class are not so likely to patronize the mail order companies. However, a representative of one large mail order house stated recently that this company was doing a large

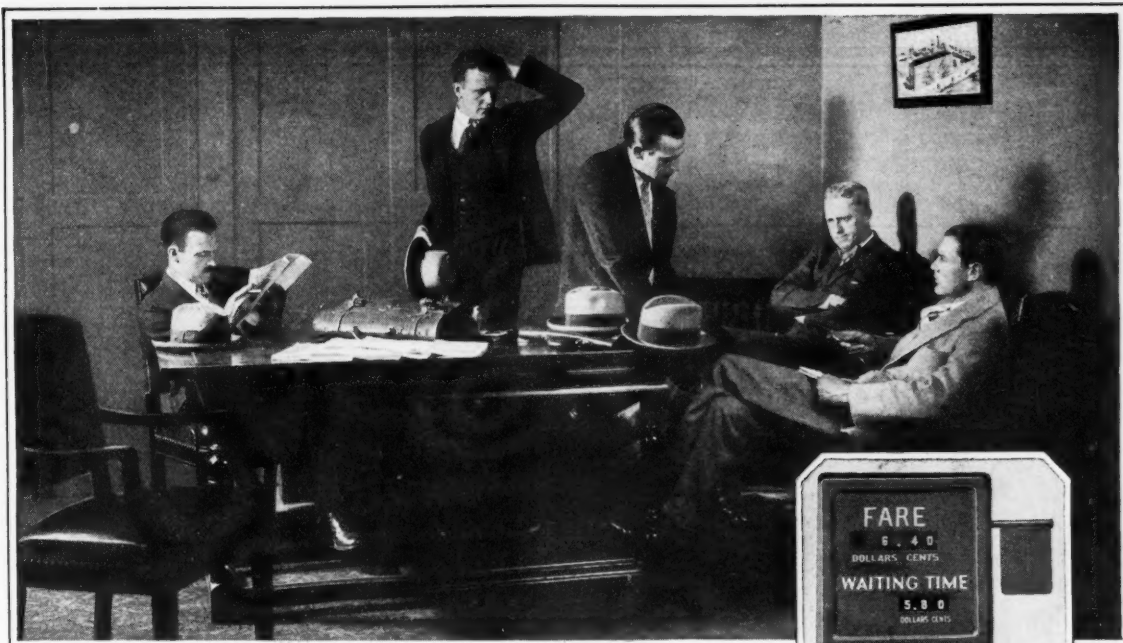
volume on tires and tubes for the higher priced cars. Similar mailings on larger sizes would reach this class of buyers.

Another important feature and one which lends itself to other mailings of higher character is that the company name has been eliminated, while that of the dealer is given prominent display. Many dealer helps lose their local flavor because this order has been reversed and the company name is given preferred position while that of the retailer is added as an afterthought. Yet the name and address where the product may be purchased locally are extremely important to the individual buyer.

In the last analysis, the manufacturer's name and address are most important to the distributor and retailer. They want to know the concern from whom they are buying and company prestige and policies are important factors in getting them to stock the product. The local buyer, however, is influenced more directly by his acquaintance with the retailer and his past dealings with his store.

Beautiful brochures, booklets, folders, etc., are sometimes distributed to dealers without proper space for the dealer's imprint. In many of these cases, the attractiveness of the piece has been destroyed because the dealer simply used a rubber stamp, refusing to be left out of the picture. Best results are obtained and you run no risk of having quality literature spoiled when sufficient space is allowed for an attractive display of the dealer's name and address and particularly when the imprinting is done under the supervision of the home office so that the type faces and color of ink used will harmonize with the remainder of the piece.

Not long ago, an excellent catalog issued by a manufacturer of high quality motor cars was nearly ruined by a dealer who slapped a rubber stamp across the cover instead of having the catalog properly imprinted in type to match the title page. The manufacturer had invested in the neighborhood of a dollar in each catalog. The dealer, through ignorance or carelessness, made the book look like a plugged nickel.



# Salesmen waiting to "see their man"

*"If salesmen wore taximeters their 'waiting time' would be nearly as large as their active time."*

*How much does this wasted time  
add to your selling expense?*

**I**F salesmen wore taximeters their "waiting time" would be nearly as large as their active time.

No real salesman wants to waste his time. Time is all he has to sell. All you can buy from a salesman is his time. And it is the most valuable time your company buys.

A salesman kept waiting in a purchasing agent's anteroom is like a loaded freight train lying on a siding. It is power not applied. It is business standing still. It is waste.

It costs you money when your salesmen have to wait. It costs the other man money when you keep his salesmen waiting. It costs all the salesmen money—and it piles up the cost of selling goods.

Here is one way to check this waste of your own men's time:

See to it that your customers know who you are. See that they know who your man is. See that your customers know what your man sells and what the reasons

are why they should buy it. Your printer will help you do this.

Select a good printer—one who has the equipment and intelligence to produce good direct advertising. Such printers are not hard to find. They have ways of making themselves known.

Tell that printer you want him to help you produce the kind of direct advertising and printed pieces that will make your firm and your goods and your service known to the people your salesmen call on.

The time will come when buyers and all other business men will see salesmen promptly when they call. They may see them only to say "Nothing today" or "Come back next week," but they will not keep a grown man waiting two hours—especially when

printing has made them acquainted with the salesman's firm and the full nature of the goods or service he has come to sell.

But please remember that a well-printed booklet can wait more patiently than a man, at less expense than a man; and when the booklet has been read, your salesman is more sure of a welcome when he calls and more likely to get an order when he is seen.

**To sales managers, advertising men,  
printers, and buyers of printing**

A number of books dealing with different phases of the use of direct advertising and printed pieces have been prepared by S. D. Warren Company.

Any of these books which you require may be obtained without cost from any paper merchant who sells Warren's Standard Printing Papers, or direct from us. Ask to be put on the mailing list, and if possible suggest the special problems of direct advertising on which you can use help. S. D. Warren Company, 101 Milk Street, Boston, Mass.

## WARREN'S STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required  
in printing, folding, and binding*

**( better paper  
better printing )**



*"Note the Tear and Wear as well as the Test"*

# NEENAH

## PAPER COMPANY

*Neenah, Wisconsin*

Makers of  
OLD COUNCIL TREE BOND  
SUCCESS BOND  
CHIEFTAIN BOND  
NEENAH BOND

Check the  Names

WISDOM BOND  
GLACIER BOND  
STONEWALL LINEN LEDGER  
RESOLUTE LEDGER  
PRESTIGE LEDGER

*Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes*



# How to Sell Window Displays to Dealers

IN THE last analysis, every piece of advertising matter that is furnished to dealers in any line must be merchandised to these retailers even though the factory makes no charge for the material. If the dealer is not "sold" on it, he will not use it. That is why many dealer help plans fail to secure dealer cooperation and the literature is wasted or misused.

The Radio Corporation of America not only merchandises its sales promotion material to its retailers, but it does the job so well that the dealer is willing to pay for it. A recent window display program adopted by this company is an example of one method used to secure dealer cooperation in the use of window display material which offers suggestions for similar promotional work in other lines of business.

A good many advertising campaigns of one kind or another are announced to dealers in glowing terms, but without samples of the actual material. Later, when the pieces themselves arrive, the dealer finds that he has been oversold and is therefore disappointed and disgruntled. The Radio Corporation avoided this situation by

sending a sample set of window posters with the announcement of the poster service so that the retailers could see exactly what would be furnished.

The window poster service announced by the company was planned to cover a period of twelve months. It was necessary, therefore, to adopt some method for insuring the continued use of the posters month after month in view of the fact that the dealers might become careless about making the changes regularly and neglect to use the material. This question was answered by determining on a charge for the service

on a yearly basis which would tend to keep the retailer interested in using the posters since he had some of his own money invested in them. The dealer's contract is non-cancellable and no money is rebated if he stops the service before the end of the year. This yearly charge, though comparatively small, was made to look smaller by figuring the cost per day so that the dealer's investment did not appear large. Thus, the name "Nickel-a-Day Art Display Service" was coined.

While the price was made low, the next step was to merchandise the service still further by showing the dealer that he was making an excellent "buy" by pointing out that if the dealer were to have a set of these posters prepared for his own exclusive use every month for a year, it would cost him \$12,000. Then, the dealers were given an additional incentive for signing up at once for the service by offering free of charge a set of eighteen new price cards in colors, covering practically the entire RCA line.

Well defined plans like these are important in securing dealer cooperation.



These window display panels are furnished to R C A dealers through a "Nickel-a-Day Art Display Service." The dealer pays \$18.00 for a year's service and the posters are issued monthly.



If you want to be convinced that

## Standard Rate and Data Service

is essential for selecting the proper mediums for your advertising campaigns—put yourself in the place of our present subscribers.

### STANDARD RATE & DATA SERVICE

536 Lake Shore Drive  
CHICAGO

New York Los Angeles

USE THIS COUPON!

#### Special 30-Day Approval Order

Standard Rate & Data Service,  
536 Lake Shore Drive,  
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_  
Individual Signing Order \_\_\_\_\_  
Official Position \_\_\_\_\_



Booklets of this type are almost sure to arouse the interest of children, while they build good-will on the part of the parents. In many lines of business, this provides an effective way to get sales literature into the home by what might be called the "painless" method.

## Sales Literature That Appeals to Children

"LEGENDS OF OLD" is the title of a booklet issued by the Pepsin Syrup Company for counter distribution by retailers. This booklet is designed to build good-will for the company and the dealer by providing interesting reading material for children and indirectly bringing the product to the attention of the parents.

A short time ago, the series of booklets issued by the John Hancock Mutual Life Insurance Company was described. "Legends of Old" is an example of the same type of sales literature applied in another line of business.

The field for sales literature of this kind is almost unlimited. Booklets based on stories from history, fiction, fairy tales, travel, birds, and animal life appeal to children and, in most cases, are eagerly read. Parents, as a rule, are susceptible to any attention that is paid to their children, and material of this type makes an excellent means for building good-will and also for getting the sales message into the home under the most favorable circumstances.

The ward politician who kisses all the babies in his precinct knows the value of favorable attention to the children as an aid in selling the grown-ups. Manufacturers in many lines may safely adopt similar tactics, knowing also that the children of today are the buyers of tomorrow.

"Legends of Old" contains stories of such character as the Pied Piper, William Tell, Robin Hood, and the Headless Horseman. Literature abounds in material that is ideal for this purpose and it is not necessary to look far for subject matter. In some cases, this can be tied up with the product or with sales arguments in behalf of the product. In any event, the material selected should be chosen for its educational and entertainment value to the children it is intended to reach.

Booklets of this type make good literature for counter distribution because they create good-will for the retailer and are more likely to be carried home because of their appeal to the children. They are also suitable as package inserts.

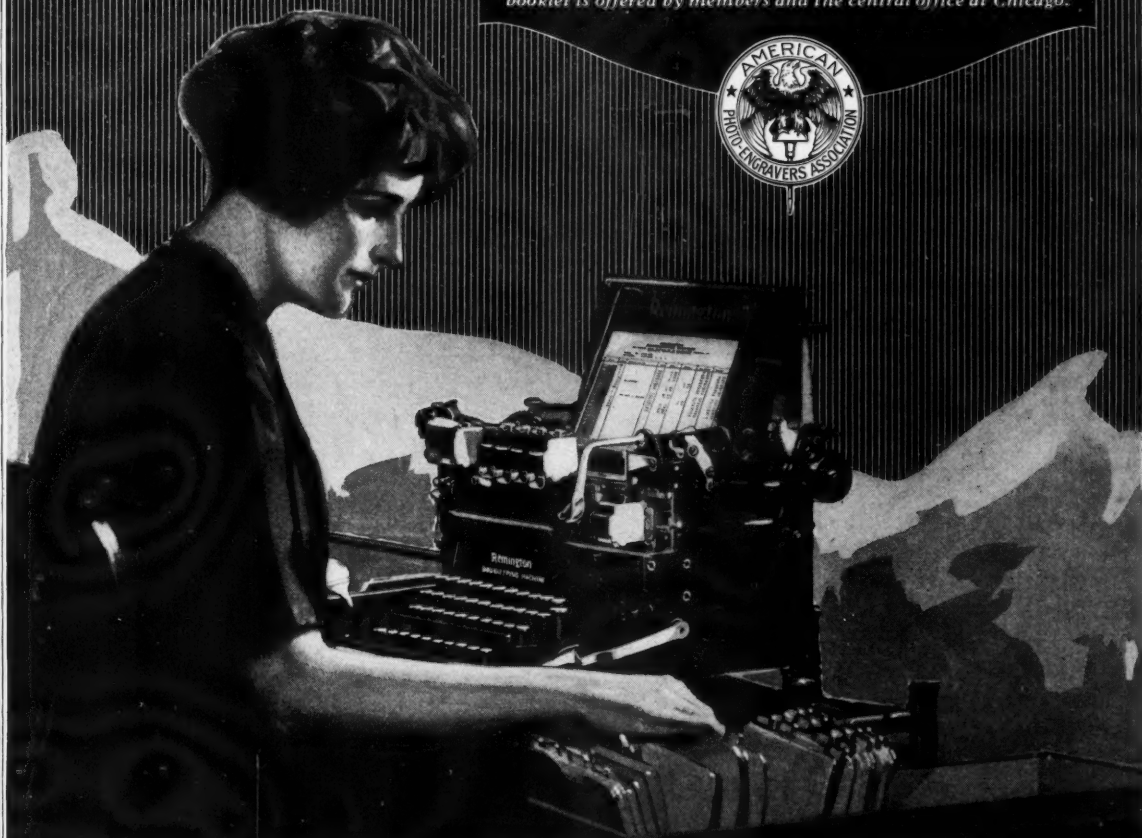
# Photo-Engraving Celebrates Our Independence from the Pen.



A comment by James Wallen

The Sesquicentennial marks the fiftieth year of the typewriter. It was at the Philadelphia Centennial that the first practical typewriter was exhibited — a strange, clumsy contraption, compared with the compact whippet model of today, a veritable racing machine. Photo-engraving has introduced the incoming, improved typewriters in persuasive selling illustrations. Their "Story in Picture Leaves Nothing Untold."

"THE RELIGHTED LAMP OF PAUL REVERE" the association booklet is offered by members and the central office at Chicago.



## AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1926, American Photo-Engravers Association

# Omaha

## *fourth* Railroad Center IN THE United States

Only three cities in the United States outrank Omaha in importance as a railroad center. Spreading like huge arteries from Omaha are ten trunk railroad lines—sixty-three thousand miles of track reaching into every corner of the United States and connecting with every great railroad in North America.

Through these arteries circulate the commerce that has already made Omaha one of the great business centers of America—the commerce that stands behind the homes of Omaha.

Two hundred trains a day enter Omaha bringing raw material for the factories and supplying other needs of the city.

Out of Omaha go the same number of trains carrying to the world Omaha packing house products, Omaha butter, Omaha mill products—everything from autos to wall paper, and valued at more than two million dollars a day.

Omaha is the headquarters of the Union Pacific Railroad, employing 5,000 people in its headquarters building and railroad shops. Omaha is also headquarters of the Burlington railroad lines and the Northwestern lines west of the Missouri river.

The way to reach this field is through the World-Herald!

National Representatives  
O'MARA & ORMSBEE, Inc.  
New York Chicago Detroit San Francisco

# The World Herald

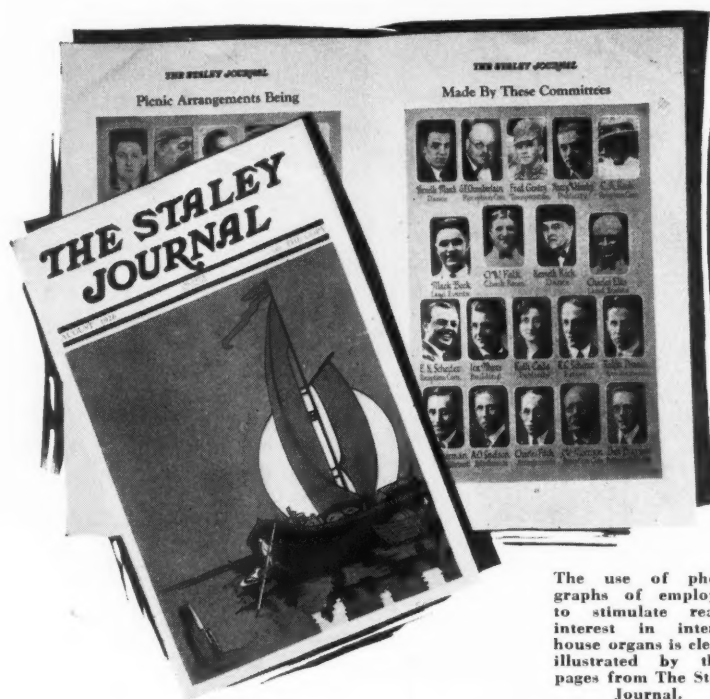
Morning Evening Sunday

## "Internal" House Organs That Really Interest Employees

**D**URING the past eight years the writer has had an opportunity to examine and analyze hundreds of "internal" house organs—those publications that are issued by the management for the purpose of propagating loyalty, increasing good fellowship, helping to reduce labor turnover, stimulating production, etc., etc. A considerable number of these publications have failed because they could not arouse sufficient interest to keep them alive.

The two publications presented

Many concerns realize that it pays to make salesmen out of every employe, so that they will boost the company and its products wherever they may be. House organs of the type illustrated here are valuable adjuncts in passing along information about the product, improvements in design and manufacturing, stories of the product in use, and photographs of important installations or prominent users as a means of instilling pride of workmanship and stimulating interest in keeping the product



The use of photographs of employees to stimulate reader interest in internal house organs is clearly illustrated by these pages from The Staley Journal.

herewith were selected because they furnish excellent examples of the kind of material that is interesting and helpful to the employees and their families.

In both the Southern Telephone News and The Staley Journal, there is sufficient atmosphere of management to create a background of stability, financial soundness, and permanence of organization. However, in neither magazine is there any paternal attitude or suggestion of "talking down" to those in the lower ranks of the organization. Rather, there is developed a spirit of good fellowship in which all are granted an equal share.

up to high standards of quality.

On the other hand, employees have the age-old desire to see their names and faces in print. Many internal house organs have built up reader interest to an unusually high pitch simply by getting as many names and photographs of employees as possible into each issue. The Staley Journal, for instance, runs the photographs as well as the names of the men and women on committees in charge of picnic arrangements.

Reader interest is not only important as a means of allowing the management to get its own messages read by its employees, but it is a big aid to the editor in

# "30 carloads have left for *the EAST*"



A FIRM of Columbus, Ohio, commission merchants purchases from growers over a wide area and distributes all the way to the Atlantic. All buying is done from Columbus; all shipments are consigned to that point. As the cars are started, Columbus is informed of the car numbers, weight, size, class and price of the fruit. Then, from Columbus, by long distance calls, the products are sold in the various market cities—and the cars diverted and re-routed, also by telephone!

AT TIMES 30 carloads of melons will leave Colorado or California for the East—and be sold and re-routed by telephone while rolling. Thousands of businesses are finding that the telephone brings a development that would be impossible by any other means. Territories are covered that the salesmen, traveling in person, could not reach. Buying and selling costs are kept low that otherwise would become prohibitive. A degree of speed is reached in selling and distribution that otherwise would be unattainable. Wherever it is desirable to increase business activity and lessen the cost, there long distance calls have a place.

Is there a possibility that the telephone might be used still more effectively in your business? Have you lately taken stock of

the value to your business of a communication system that embraces 17,000,000 telephones and reaches 70,000 towns? How many expensive trips each month might be saved? How much valuable time out of the office might be saved by occasional minutes over the long distance lines? Who is there important enough to see who cannot be reached by Long Distance?

Ask our Commercial Department in your city to help you take an inventory of the various ways Long Distance can develop your business. Such a study and report will gladly be made free. And why not make, now, that call that may pay for itself many times over? Distance is no obstacle. Tell us whom you would like to talk with, now. . . . . *Number, please?*

## BELL LONG DISTANCE SERVICE



**Free** Booklet explaining L M S unusual Warehousing Plan mailed Free on request.

## Save Money by Storing in England

Here's important news to every business executive. Today, you can store merchandise throughout Great Britain for one-fourth of what you now pay by shipping L M S, and storing in L M S warehouses. Every convenience known to modern distribution is at your command—always! There are more than 300 L M S warehouses distributed through all important industrial centers of Great Britain, both on the coast and in the interior. They are all connected by direct rail routes. Handling charges and costly transit delays are cut to an irreducible minimum.

The average L M S charge for handling, stowing and delivering out of store as required, is only 2-3 of a cent per 100 lbs. inclusive.

The L M S is the one British Railroad which serves with its own lines all major British ports. L M S delivers right through to store door with its own teams and trucks; 1,300 motor trucks and 10,000 teams continuously employed. L M S storage rates on general merchandise vary from one-fourth to one-seventh of the current rates for storage in public warehouses in the United States.

### LONDON MIDLAND & SCOTTISH

Railway of Great Britain  
One Broadway, New York City

The L M S New York office offers every cooperation to help you solve the problem of distribution in Britain. Address Thomas A. Moffet, Freight Traffic Manager in America, One Broadway, New York.



THE ONLY BRITISH RAILROAD WITH  
AN ACTIVE FREIGHT DEPARTMENT IN AMERICA

#### How the Telephone Receiver is Made



**T**he telephone receiver is a small but important part of the telephone system. It is made of a number of parts, each of which must be made to exacting standards. The process of making a receiver is a complex one, involving many steps and a great deal of skill. The workers in the factory are responsible for ensuring that each receiver is made to the highest quality standards.

By giving the employees understandable information regarding the product and processes of manufacture, they not only understand the relation of their own work to that of the others, but they can talk intelligently about the product outside the shop, which frequently reacts favorably on sales.

### Southern Telephone News



getting news items, personal notes, and similar material from the various departments and individuals in the organization. In reality, the employees' house organ serves as the factory newspaper and its success, like that of any other newspaper, depends upon its getting as much of the news as possible to its readers.

The most successful internal house organs are conducted by a

well organized staff, with representatives in each department. The make-up is in charge of an experienced editor who understands engraving and printing. Publication dates are rigidly maintained. Inexperienced or half-hearted attempts usually end in disaster. In the employees' house organ, as well as in all other literature produced by the house, it pays to do it well or not at all.

## Setting the Stage For the New Model

(Continued from page 372)

proper use of this literature. A blank is provided at the bottom of the page for listing needed additional supplies of these pieces. The announcement poster for outdoor display is then shown and an order blank is furnished so that the dealer can enter his order at once with the factory for imprinted posters and posting service in his community.

It will be seen from this brief outline that each separate activity that goes to make up a successful announcement is treated individually and on its own merits and the dealer can give careful consideration to each item without being confused, determining how far he will go and how much of the

material he will use in each instance. These steps are then summed up under the heading, "How to Conduct a Good Announcement," and the dealer is shown the relationship and importance of each step to all the others. The materials needed to operate the announcement program are sent to the dealer in special containers, plainly marked. These are mailed so as to arrive after he has had time to read the special manual. This causes much less confusion than would be the case if the manual and samples of all the pieces were dumped on the dealer's desk at the same time.

The back cover page of the manual contains a complete

schedule of what is to be done each day for eight days before the final announcement. If the dealer simply follows instructions, he cannot go wrong, whether he has any merchandising ability of his own or not. Nothing is suggested that cannot be followed out by the smallest dealer in the smallest town, yet the plan is sufficiently flexible to fill the needs of the largest distributor.

Because of the thorough working out of the plan before passing it along to dealers and due to the fact that each step is handled separately and is clearly explained, the dealers were able to tie up with the national advertising of the company and the announcement was carried out smoothly and uniformly by dealers in every part of the country.

The success of the Olds Motor Works in its recent announcement program proves that a successful campaign depends not only upon the plans that are laid out by the home office, but upon making the plan and the purpose behind the plan so plainly understandable to each dealer that he knows exactly what to do, how to do it, and when it should be done.

### ***A Direct Mail Campaign That Sells 1 Out of 4***

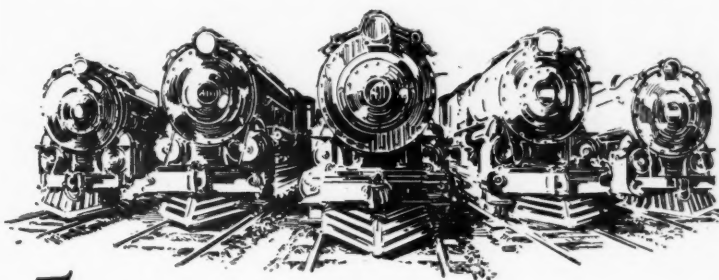
*(Continued from page 371)*

letters, price list, order blank, and return envelope is mailed under single cover. This letter contains an offer to send the machine for thirty days' trial with money back if not satisfied.

Fourth Mailing. This consists of a letter written on the company's inter-office stationery, signed by the assistant to the president which serves to remind the prospect that the officials of the company are interested in receiving his order. This mailing goes out five days after the third mailing. No enclosures are used and no return envelope is furnished.

Fifth Mailing. This is released five days after the fourth mailing. It includes a two-page letter, price list, order blank, time payment order blank, printed folder of testimonials with an illustration of

## SPARTANBURG, S. C.



### 5 Railroads

*Serve This City!*

WHERE will you place your Southern distributing organization? If transportation facilities and markets mean anything, you'll come to Spartanburg, South Carolina, the Hub City of the Southeast.



This center of the great Southeastern market has five railroads, giving unsurpassed service—for freight shipments or traveling. With your Southern sales and distributing headquarters in Spartanburg, you have centralized in every sense of the word. To this you can add the advantage of Southern Salesmen living in the South calling on your Southern trade. This intimate sales contact pays in dollars and cents.

Awaiting your request is a Marketing Survey of the Spartanburg Trading Area. It tells in a factful way why this city is your logical Southern distributing center. Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.

#### INDUSTRIAL COMMISSION

1150 MONTGOMERY BUILDING

SPARTANBURG, S. C.

## SPARTANBURG

*"The Hub City of the Southeast"*

SOUTH CAROLINA



**MARKET:** In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

**TRANSPORTATION:** Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

**TRAVELLING:** 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

**PRESTIGE:** A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

# How to Sell Quality

"THE consumer is always quick to discern any discrepancy between the quality of advertising and the quality of the merchandise, and is always unfavorably impressed by any difference between the two," says a well known advertising manager.

If you base your sales appeal on quality, your salesmen, your product, and your sales literature must reflect that quality; otherwise the buyer is not favorably impressed.

If you could sell quality by the yard, pound or bushel, there would be no need of quality talk. But quality is merely a comparative term—an intangible expression.

The buyer gains his impression of quality in your product largely by observation. Quality sales literature is an important factor in creating the right impression.

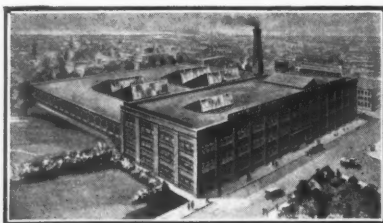
Quality is not cheap—neither is quality sales literature. But, for more than forty years, the users of Cargill quality sales literature have regularly come back for more. That's ample proof that it pays to use quality sales literature to sell quality. And it's also proof that it pays to have the Cargill organization design and produce your literature.

*Your inquiry entails no obligation on your part*

## The Cargill Company

ADVERTISING  
SALES PROMOTION

Complete Printing Service  
GRAND RAPIDS  
MICHIGAN



BE  
BRIEF

**OTTAWA**  
 INTER-OFFICE CORRESPONDENCE  
 N.I.O.C.

FROM  
OFFICE  
OF  
ASST TO THE  
PRESIDENT

Harry Overman doesn't know I am writing this letter to you tonight. But, I couldn't help wondering what you had done about a milking machine.

Harry was talking about you last night and said he believed he would get your order in this morning's mail. It wasn't there and I am sure it has been lost.

He has built the most wonderful milking machine I ever saw operate and I have seen nearly all of them. The gradual vacuum combined with the complete cleaning of all the pipes and test cups of vacuum, are principles he worked on for years and they work perfectly.

I am sure you realize how much value you are getting. I honestly think he has his prices too low -- for he is just barely making factory cost on these machines.

Harry told me the prices he made you will be good for the next 30 days. He says he wants you to have his milker because your neighbors will follow your lead and order milkers. From then he will make his profit.

If there is anything you don't understand about the milker, write him. He is anxious to hear from you. If anything is bothering you about his proposition, be sure to tell him just what it is and see if he can't help you.

Harry told me he made you a special proposition to try his milker for 30 days. If you like it, you keep it. If you don't, return it and get your money back. I don't see how you can afford -- not to accept this proposition.

If you haven't sent in your order to him--do so today. You have everything to gain and nothing to lose. He has assured you that your order will get his personal attention. - Why just last night, he told me he was especially anxious to have you try his milker, so he could get it introduced in your neighborhood.

I know you will send in your order, and I too, will be watching for it.

Confidentially Yours,  
OTTAWA MANUFACTURING COMPANY.

Asst. to the President.

CWO:

The fourth mailing, which constitutes the halfway mark in the campaign, consists of this letter. While this is merely a circular letter, the personal appeal has been worked up strongly. It pays to ask for the order early—and then keep on asking for it until the buyer makes his decision.

the machine in colors, leaflet calling attention to the fact that only fifteen days are left in which to take advantage of the special offer, and return envelope. The letter plays up the convenience of owning a milking machine and points out the different sizes made for various sized herds.

Sixth Mailing. This is mailed five days after the fifth mailing. It includes a two-page letter announcing the new 1926 model, price list, order blank, reference blank for time payment plan, testimonial letter, return envelope and leaflet pointing out that only ten days are left to get the special introductory offer.

Seventh Mailing. This is mailed five days after the sixth mailing. It includes a two-page letter, order blank, reference form, return envelope and leaflet calling attention to the fact that the special offer ends in five days.

The following record of costs and results was prepared by C. R. Lawson, treasurer and advertising manager of the company, who

directed the preparation and mailing of the campaign. While some of the figures are comparatively low, due to the fact that the letters were processed by the company on its own equipment, it is more than likely that most direct mail advertisers would be willing to spend more to achieve the same high percentage of sales.

Total number of names.....	5,344
Cost of each series of seven letters, including cost of letterheads, inserts and envelopes .....	\$0.4264
Total cost of seven mailings to prospects, each.....	0.185
Total cost for each series of seven mailings .....	0.6114
Total cost for campaign to 5,344 names .....	\$3,267.22
Total sales from campaign .....	\$67,561.17
Percentage of sales cost .....	4.8%

No record was kept of letters returned by the post office as undeliverable, therefore the actual cost of the mailings delivered to prospects would be somewhat lower.

## More Light Thrown on Price Question

A decision on the appeal of the Cream of Wheat Company from the ruling of the Federal Trade Commission has just been made by the Federal Circuit Court of Appeals at St. Louis and gives evidence of clarifying the price maintenance question from the manufacturers' angle. The Commission had charged the company with the use of unfair methods of competition in interstate commerce in violation of the Federal Trade Commission Act, in that it had maintained and enforced a schedule of uniform prices for the resale of its products and had refused to sell to price cutters, and in other respects carried out a resale price maintenance plan.

In April, 1925, the Commission issued its customary order to cease and desist, restraining the company from carrying out its resale price maintenance policy by cooperative means and further restraining it from the use of its agents in reporting dealers who failed to observe the announced resale prices. On appeal the Circuit Court of Appeals reviewed the Commission's order, upheld it in certain respects but modified it in other important particulars.

The court upheld the Commission's order in prohibiting the use of contracts or agreements with customers on resale prices; a scheme of cooperation in obtaining information from its customers as to price cutters; notification of other customers in good standing that they shall not sell to price cutters, and requiring an extra price for its product from price cutters in order to obtain from them assurances of their future observance of resale prices.

The court made the added statement, however, that nothing should prevent the respondent from performing the following acts: Requesting its customers not to sell Cream of Wheat at less than a stated minimum price; refusing to sell to a customer because he resells below such requested minimum price or because of other reasons; announcing in advance its

## South Prospers Along With Rest of Country

**F**AVORABLE business, credit and crop conditions, with markedly improved sales in the past seven months, exist in the South, according to the results of a survey made recently by the National Association of Credit Men.

"All the indices point unmistakably to the fact that we are having sound and wholesome business, even during the part of the year when seasonal recessions are normally expected," it is observed. "Production, led by continued activity in steel is brisk. Distribution is at a lively rate in substantially every line. Unemployment is negligible, money easy and credit under good control. All we need is to keep the oars moving and make sure that nobody is allowed to rock the boat."

intention thus to refuse; informing itself, through its soliciting agents and through publicly circulated advertisements of customers which come to its attention, as to the prices at which Cream of Wheat is being sold.

## B. & O. Advertises New Terminal

An advertising campaign has been launched by the B. & O. Railroad to tell the public about its new terminal facilities in New York when it moves from the Pennsylvania Station. Advertisements will appear in newspapers in practically every city and town along its 5,000 miles of track. The newspaper campaign will be supplemented by direct mail and, in some sections, by considerable outdoor advertising.

The Butterick Publishing Company, New York City, has appointed the George Batten Company, Inc., to direct the advertising of "Adventure Magazine," one of its publications.

F. Heath Taylor has joined the staff of Frank Kiernan and Company, New York advertising agency. He was formerly with the William T. Mullally advertising organization.

## Sees Stabilization of Radio Industry

With the advent of more settled conditions in the selling and producing of radio, stabilization has come to the radio industry, according to the recent statement of Charles E. Butterfield, a member of the Institute of Radio Engineers. Probably one of the best barometers of conditions is the situation in Chicago, radio center of the Middle West. Here, when the radio first came into vogue, retail stores came into being as fast as shelves could be stocked. All articles found ready sales.

To meet this condition, manufacturers were forced to increase their outputs, although it was apparent at the time that such a heavy demand could not continue forever. The beginning of 1926, however, brought about a change. It was not difficult for the observer to see that the field was overcrowded. The buyer began to slow down. A weeding out process developed and the result has been to bring stabilization to the industry and disappearance of the chaos that was attendant upon it from the time of its introduction.

While this slowing down has led to some discussion of oversaturation, surveys of manufacturers have shown that such a situation is far from an actuality. These surveys indicate that there always will be a good market for radio and that, to a certain extent, it will parallel the automobile in this respect, with the demand for the completed receiver showing a slight edge over that for parts.

## Jewelers Launch New Advertising Campaign

An advertising campaign based upon the slogan, "For gifts that last, consult your jeweler," will be launched in September by the National Jewelers' Publicity Association. About \$400,000 worth of space in eight magazines has already been contracted for the campaign, which will extend over a period of four years.

# The French Are Buying in Spite of Us

(Continued from page 337)

first a good diplomat. But the French complain that we are dictatorial and high-handed in our business dealings, that we sneer at their ways of doing things and brag constantly of our improvements and efficiency. A favorite story over here is of an American business man who was seeing Paris in an American Express rubberneck wagon. After traveling through the marvelous Paris parks and boulevards for a few hours he turned to his seat companion, who happened to be a Frenchman, and said, "This country would be a lot better off if it had more bathtubs and fewer fountains." Of course the Frenchman came right back at him with the obvious answer, "And your country might be better off if it had more fountains and fewer bathtubs." This typifies, to my mind, the French attitude toward us: we have our good points—we are amiable, honest, energetic, clever in solving mechanical problems and in handling the forces of nature, and, best of all, we are good spenders and appreciate the French dresses, perfumes and the like—but none of those things give us any right to lord it over them. We are young, rather crude and uncivilized, and much of our success can be attributed to luck in occupying an isolated country which is immensely rich in natural resources. Whether the French are correct in their analysis is beside the point. That is the way they feel, and it is because of this feeling that selling diplomacy is so necessary. If you are a good salesman here you cover up your selling weapons; instead of seeming to sell him anything you manoeuvre so that he seems to be the aggressor. In other words, you allow him to buy.

## A Slow, Waiting Game

France is a market that can't be "crashed" in a day. Any of the well established American firms who are over here now will confirm that. The many American automobiles and tire companies, Burroughs, Dalton, National Cash, Dictaphone, International Business

Machines, Kodak, Libby, Library Bureau, Remington, Underwood, Wahl Eversharp, Palmolive, Congoleum, Brunswick, Frigidaire, Wrigley—I could name scores more, for American brand names are to be seen everywhere—have found that it takes a long time to get out of the red. Men connected with those companies were unanimous in saying that unless an American manufacturer is willing to play a slow, waiting game he will be much better off if he stays out of this market entirely. Of course that applies to products which will face strong competition, but it is true also of those which are unique in their field.

## Advertisements Pull

The Frigidaire machine, owned by General Motors, is being advertised extensively in France this summer, and the advertising is immensely successful, yet they do not expect to make any money for several years. General Motors, with its long experience in selling foreign markets, knows that faint heart never won fair lady. They survey a field, and if they find that it has possibilities of being a good market they come in to stay. The Frigidaire advertising is very similar to that used at home, but an advertisement which brought seventeen replies when inserted in the leading newspaper in one of our large Eastern cities had pulled more than two thousand answers in a Paris paper up to the time I was in their office, and was still going strong. It was good advertising for a good product—plus the advantage of being something new and unique that the French people had never heard of. The replies were not from curiosity seekers, either. They were being turned into orders, and at a price 50 per cent higher than in the States. A Congoleum man over here reported the same experience with advertising; he could bring more replies than at home and was able to turn 70 per cent of them into business.

But I am going to save for another letter facts and comments on

French sales and advertising practices. The general situation is more important anyway. Any business man who makes export plans without taking into consideration the general dislike which Europeans feel toward us is making a big mistake. I remarked that we were much more popular with Germany and Austria than we are with our allies, and from Vienna I sent a photograph showing how a retailer had used the Stars and Stripes in a Gillette window. You wouldn't find such a display in France. The fact that a piece of merchandise is American is much more of a handicap than an asset, and the "Made in France" label is helping quite a number of products which are American owned to overcome the ill feeling. I do not mean to imply that a French factory or assembling plant is to be recommended indiscriminately, for it is out of the question for ninety-five manufacturers out of a hundred. But my five weeks in France have convinced me that if you want to sell anything to the Frenchman it is best not to do any bragging about your American origin. We aren't Americans any more—we are pikers, welchers, or Uncle Shylock's. Those terms do not mean that the people who think of us so endearingly will refuse to buy and sell. People the world over have selfish buying habits and the French are not exceptions.

## The Successful Exporters

But during a period when bad news to America is good news to Europe our most successful exporters are going to be those who take things more or less as they find them, who do not try to go counter to long established customs and prejudices, and who refrain from making such remarks as these:

"We won the war for you."

"Well, you borrowed the money, didn't you?"

"We do things ever so much better in the States."

"Our money is the only real money."

# Making Printed Salesmanship Do Quadruple Duty



**A**S CONSISTENT exponents of *planned* direct mail advertising, we present the above piece of printed salesmanship, prepared for our client—The Washburn Company.

This four-page folder has in two short weeks made sales history in the kitchen equipment field. Though but a single piece of printed matter it has served as a trade paper insert, a mailing piece to the trade, a catalog insert and a salesman's portfolio. Direct orders have exceeded all expectations. *The Washburn salesmen are breaking records.*

## Other Records Also Broken

The above is but one example of the results secured by James T. Igoe Company direct-mail campaigns.

For the Bartles-Maguire Oil Company we produced a series of folder mailings, which has increased sales, secured new dealers, and according to J. M. McLaughlin, their sales manager, has "stirred up more interest than any oil campaign we know of."

For a large Aluminum Manufacturer we prepared a new type of catalog that has been

commented on by authorities as one of the year's most outstanding examples of printed salesmanship.

For a Food Manufacturer in the East, we prepared a trade journal insert that pulled inquiries amounting to more than 2% of the publication's circulation, and reduced inquiry costs from \$6.19 to less than \$1.75.

## Does Your Direct-Mail Advertising Get Such Results?

If not, we believe that you will be interested in the work of the James T. Igoe Company Creative Service Department, which has been responsible for the campaigns outlined above, and scores of others equally effective. This department is concerned wholly with the development of sales literature that sells—intensively. It will bring to your problems the experience of many years of successful direct-mail selling.

Let us tell you more about this service, which is unique among printing organizations. A request implies no obligation.

# James T. Igoe Company

Chicago's Most Progressive Printers

FOR A QUARTER CENTURY, BUILDERS OF CATALOGUES, BOOKLETS AND HIGH GRADE PRINTING

600-610 W. VAN BUREN ST. CHICAGO, ILL.  
TELEPHONE HAYMARKET 8000



# EDITORIAL COMMENT



## How Much Are You Paying for Odd-Sized Business Papers?

Advertisers have kicked for many years because there were ninety-nine different page sizes used by the publishers of business papers. This objection is rapidly being eliminated because there is a rapid change taking place. Almost every day there is an announcement of a change to the four standard size pages adopted by the standardization committee of the Associated Business Papers.

Soon there will be but four page sizes used by business papers. That day can be hastened by the advertisers if they will ask for standard page sizes. In fact, the only reason all business papers have not adopted one of the four standard sizes is that advertisers have failed to insist on standardization.

Now all the advertisers have to do to complete the process of standardization is to ask publishers of odd-sized papers to make the switch. The trend towards standardization is so pronounced that no publisher can long resist it.

Any advertiser who is tired of the expense of making special plates to fit odd-sized pages has a powerful weapon in his hands. There are standard sized papers covering almost every field. If the advertisers will throw their business to these standard sized papers wherever possible, it will soon bring even the stubbornest publishers to the standard sized page.

## The Sales Manager's Responsibility for Advertising

There are some advertising managers who are inclined to resent the growing authority of sales managers. They are the hangover from the old days when advertising and selling were considered things apart. But the modern advertising manager welcomes the sales manager's interest and control of advertising for he knows there is no other executive in an organization who is more likely to appreciate and understand the problems of the advertising man.

What is more, advertising men know that without the sales manager's cooperation most advertising goes for naught. The success of the advertising program depends on the sales manager's ability to merchandise it. No better proof of this could be found than, the result of the investigation made by Frederick A. Russell, professor of Business Organization and Operation, University of Illinois. He found that 90 per cent of the 884 important companies investigated gave the sales manager authority to handle advertising as a part of the

general sales program. He found that 43 per cent of these same companies place the responsibility for the selection of media in the sales managers' hands, and that 37 per cent required the sales manager to select the advertising agency.

Forty-five per cent of the sales managers have full charge of the selection of territories for intensive cultivation, while 22 per cent of the companies require the sales manager to consult with other executives in the matter of determining which territories are to receive special sales and advertising attention.

This means little, if any, diminution of the usefulness of the advertising manager. The reason for the sales manager's power is that he is the man with the organization to make the advertising productive—the man to squeeze the last drop of profit from the advertising dollar. It follows then that he must select the tools he uses, more than anyone else, to do a good job of marketing.

## Artificial and Unsound Sales Promotion Policies

Nothing we have ever published has brought more favorable comment from readers than the series of articles we have been publishing in an effort to show the folly of rebates, price cutting, flagrant imitation and similar schemes for attracting customers. "Your articles sound as if they were all written about our industry," writes one sales manager, adding, "reading them have encouraged us to continue our one-price policy in the face of bitter competition."

Because we do not believe that government interference in price-cutting wars will do anything to ameliorate retail price cutting, we have been accused of favoring that class of business men who think that price cutting and encouraging retailers to cut each other's throats is the way to build a business. We have even been accused of "selling out" to the department stores, but any reader who remembers the article on department stores in the July 24 issue will be convinced that department stores mean nothing in our life. We are opposed to the tactics of most department and chain stores who thrive on brow-beating the weak manufacturer into price concessions, and have urged our readers to build business on a different basis.

Build your business on quality—on straightforward, sound merchandising methods. Give an extra ounce of service and quality and not even a pound of price cutting by competitors will seriously damage your sales.

# Oil-O-Matic Sales Exceed Seven Years' Total

(Continued from page 334)

After this analysis of a city has been completed, the dealer knows just where to find his prospects; it only remains for him to sift out those who will buy, and it is the duty of the district manager to teach him the factory's plan of doing so.

Before selecting a dealer, however, the factory sales organization consults the map of open territories and determines at which points retail outlets must be opened up. Letters are sent to bankers in these towns, asking them for suggestions and information on prospective dealers, and the divisional and district managers in charge of those territories collect as much information as they can regarding them. During a recent drive for new dealers, letters were sent to 963 bankers in various parts of the country and 317 replies were received. From these replies, and from other data gathered concerning each possibility, dealers will be obtained for many towns where the company is not now represented.

## Too Much Reselling Dangerous

It is not the Oil-O-Matic way for a district manager to sell for the dealer. It is regarded as a somewhat dangerous practice because, in the instances where resale crews have been employed, the dealer and his salesmen came to depend too much upon them and allowed their own efforts to diminish. A district manager's real function in helping a new dealer get started is not to go out and sell some oil burners for him, but to leave a lasting institution and analyze the answers to the many problems which will confront the dealer. Aiding the dealer on his initial sale is merely to start the permanent selling program. He will bring the Oil-O-Matic program to him and show him how to apply it, help him select and train salesmen, and sell them on the oil heating idea.

The causes of constriction in the dealer's organization are listed as follows: Failure to realize extent

of local market; failure to locate all prospects, inadequately trained man-power to contact prospects, failure to gain public acquaintance, and improper installation and service.

Prospects are a dealer's only asset. Unsold burners are assets in a sense, but they are like money in the bank: they cannot be used until they are drawn out, and they cannot be drawn out until they are sold. This is the reason why a large share of the company's attention is directed toward showing its dealers how to locate prospects. It is at this point that the Dealer Procedure Chart is brought into sharp focus. The chart is the antidote for the dealer's failure to realize the extent of his market. It is hung in each dealer's office and outlines for him every step of the procedure from locating his prospects to installing and servicing the burner.

## Helping Dealers Locate Prospects

The heart of the plan is the "ten cent canvass." This canvass is made by men and women obtained for temporary work from schools, colleges or clubs. They are assigned to canvass the parts of town charted on the individual map. With each canvasser making an average of 35 calls a day, a city of 30,000 will require six canvassers and a city of 100,000, twelve canvassers. Thus, less than a week is required to identify each prospect completely. They call at every occupied house or building in their sections, finding out what kind of heating plant is already in use, what kinds of fuel they are interested in, and the type of house or building. A canvasser is paid ten cents for each card turned in and properly filled out. The possibility of dishonesty is eliminated by occasional telephone calls on some of the people whose names are handed in, and any irregularities are quickly detected.

As soon as the canvass of every section is completed, the cards are placed in a master file and the salesmen and direct mail campaigns can

begin their work. An ideal territory for each retail salesman, it has been determined, consists of 350 able-to-buy prospects. Duplicates of the cards in the master file, therefore, are placed in salesmen's files, each grouped according to sections of the city and containing approximately 350 names. The filing system, accordingly, is made up of one master file containing the names of all prospects, and sectional files for salesmen. Referring again to the map of Galesburg, there are 350 prospects in each section of the city and four salesmen are required to cover them.

Out of his 350 prospects, each salesman selects, with the assistance of the dealer, the names of his thirty liveliest prospects for immediate personal calls. These thirty prospects compose what is known as his "hot list." They are interviewed at intervals of every four or five days, and as they either buy or prove to be uninterested, other names are substituted so as to keep the list up to thirty.

## Thirty Names in "Hot List"

As has been noted, the number of salesmen in a dealer's organization depends upon the number of live prospects uncovered by the canvass. If a dealer's territory is known to be made up of four sections of 350 prospects, yet he has but two salesmen, he is cultivating only 50 per cent of his market and he might just as well be in a city half the size of his. His overhead is based on his market as a whole; he pays rents on the scale of a city of 100,000, for example, when actually he is only giving attention to a population of 50,000; his clerical help is paid a higher salary, and he is merely leaving half the prospects open to competitive salesmen—not holding them in reserve, as some dealers fondly believe.

It is to develop the entire potential market that the factory insists upon each dealer following out its plans closely. Occasionally a dealer is found who is not working his territory as it is believed he should. As an illustration of the poor results which usually attend some

## Power in Advertising

**POWER** is easily observed, measured and harnessed in a motor-car, or a locomotive, or a yacht.

Power in Advertising, however, is not easily detected, charted and put to work.

Yet Power, or the lack of it, is the determining factor in making good advertising what it is . . . successful.

Our formula for incorporating Power in every bit of advertising which comes from our offices is this: Advertising Brains, guided by Experience, and propelled by Enthusiasm. It has always worked.

☞

**Power in Advertising**  
is the title of a Book recently prepared by us to present to our prospective clients an outline of our methods. We will bring you a copy when we come to see you—or mail one upon request.

FREDRICK-ELLIS COMPANY, Inc.

*Advertising*

612 NORTH MICHIGAN BOULEVARD - CHICAGO

## HOTEL Cosmopolitan DENVER COLORADO

460 Rooms with Bath  
OPENED JUNE 5, 1926

—

*The largest and finest hotel  
in the State*

*One block from all car lines*

*One mile from the noise*

*The leading hotel of Denver*

—

**"Chief" Gonzalez  
and his "Royals" every evening**

**CHARLES F. CARROLL  
General Manager**

*The "METROPOLE" is now an annex  
to the "COSMOPOLITAN"*

radical departure from the prescribed plan, the instance is cited of one dealer who decided to abandon the sectional lines and allow each of his salesmen to work the whole city. When their calls were checked up, it was found that they were averaging less than one interview a day; from the standpoint of the dealer's overhead, each interview was costing in the neighborhood of \$11, and with eighteen salesmen spreading their calls thinly over the city, service and installation charges rose tremendously.

Another reason for intensive rather than extensive cultivation lies in the growing importance of neighborhood acceptance. The word-of-mouth advertising in an individual community is exceedingly valuable, and this advantage is lost when sales are not concentrated.

The "ten cent canvass," then, is the dilator which removes the restriction brought about by the dealer's failure to locate all prospects. The problem of inadequately trained man-power to contact prospects is remedied by a comprehensive course in Oil-O-Matic salesmanship available to all dealer's salesmen at a cost of \$10 for each man. At present there are 1,500 enrollments.

### Course in Salesmanship

This course is divided into six parts, covering every phase of the sale of oil burners, and was prepared at considerable cost from the best experience that has been gained in the seven years' sales history of oil burners. The first unit takes up "Selling the Oil-O-Matic Idea," and deals with their convenience, cleanliness, comfort, satisfaction and economy of operation. The second unit is "How the Oil-O-Matic Works," giving technical details of construction, operation, installation and service.

Other units deal with "Telling the Oil-O-Matic Story," "Overcoming Objections and Obstacles," "Getting the Contract," and "Getting More Contracts." In the last two units the point is brought out that by the time a salesman has been trained thoroughly enough to sell one burner, he shall have gained sufficient knowledge and experience necessary to sell many

more, to make a multiplicity of sales. Up to a certain point in selling such an article as oil burners, a salesman probably is not well enough informed to close a single sale, but after that point is reached he is capable of selling an indefinite number, determined only by his own willingness to work and his plan of activity.

The fourth retarding influence on the presentation of the Oil-O-Matic message in the dealer's organization—the failure to gain public acquaintance—is solved through the use of local newspaper, direct mail and billboard advertising. The advertising appropriation for the year reaches the impressive total of \$600,000. How this is divided in the seventy-five key cities of the country is graphically pictured to dealers in a broadside, which shows that for each 1,000 income tax payers in their territories, the company spends \$104. This sum is divided at \$32 for newspaper advertising, \$45 for magazine advertising, and \$27 for billboards.

### How Public Acquaintance is Won

There are seventy-seven newspapers on the company's advertising schedule, eighteen national magazines, and billboards in thirty-nine different states aggregating close to 9,000 different posters. Outside of the key cities, dealers are expected to handle their own advertising expenditures.

Direct mail literature is furnished by the factory, but is paid for by dealers, as it has been found that dealers are very much more inclined to use material when there is a charge for it than when it is passed out free. For every prospect in his territory, the dealer is to send out twelve mailing pieces at intervals of every thirty days. Each salesman sees to it that his 350 prospects receive a mailing piece every month, and, in addition, there are six other pieces which are to be used for his "hot list." To the thirty names on this list he sends six mailings a month in addition to the one mailing which goes to all of his prospects.

The "hot list" letters consist of six four-color letterheads, while the pieces to be mailed once a month are divided between four broadsides, two four-page letters, a

booklet, two single page letter enclosures and three folders. This gives some indication of the magnitude of dealer helps prepared and distributed by the organization. It is estimated that for every prospect of every dealer in the country—and there are close to 2,000 dealers—receives one dollar's worth of literature a year.

Other printed matter produced within the past year is a four-page newspaper, published every other week, for the entire selling organization, a booklet of four-page advertising proofs and charts for dealers, and another publication for architects with the title, "Oil Heating—What It Means to the Architect." Letters are constantly being sent to dealers and their salesmen, and everything that it is possible to do in the form of direct mail stimulation of sales is going forward.

#### Extensive Direct-Mail Drives

The problem of improper installation and service is taken care of through the service school, known as the Williams Institute of Heat Research, which meets practically every week. Every other week it is held at the factory, and on alternate weeks the men in charge travel about the country giving instructions to dealers' service men in all parts of the country. In all, about 3,000 dealers, salesmen and service men have attended schools, either at the factory, or, if they are located in distant parts of the country, in their own territories.

One of the company's best founded beliefs is that the salesman is not a detective. It is not his place to go out and hunt prospects. That work is done for him by canvassers, and his calls are preceded by direct mail, so that his duty is to concentrate on selling known prospects. Through a lack of sales training, a lack of proper direction, incompetent sales presentation, or a lack of confidence and enthusiasm, he sometimes may not be doing his best work. Following through the idea of constrictions and dilators, these obstacles may be surmounted by his course in Oil-O-Matic salesmanship, by supervision of the dealer and the district manager who travels with him on occasions,

through a retail sales kit, and through contact with factory representatives and attendance at factory conventions.

That intensive development of a limited territory can yield big dividends is proved by the experience of the Oil-O-Matic dealer in Bushnell, Illinois, a town of some 2,600 people. Within the first year after he took the franchise, this dealer had sold seventy-eight burners, and he since has raised that figure to ninety-eight. In a city of 1,000,000 population, this one dealer by following out the same percentage, would have sold some 35,000 burners, as much as the domestic organization is selling this year. When his territory was increased recently to take in the neighboring county seat, he remarked that there were still 150 able-to-buy prospects in Bushnell.

Another important feature of the Oil-O-Matic program is the annual convention at Bloomington. A year ago attendance was around the 1,000 mark, including dealers, district and divisional managers and dealers' salesmen, and their enthusiasm reached such a pitch that orders were taken on the spot for more than four million dollars' worth of Oil-O-Matic equipment. This year there were nearly 2,000 Oil-O-Matic men in attendance, with an increase of 40 per cent in orders booked!

#### Convention Program Important

Dealers' quotas, contrary to the general practice, aren't based on the number of burners they will have to sell. Rather, the subject is approached from a slightly different angle. Each dealer is given a prescribed amount of work; he is to employ a certain number of salesmen, send out a certain amount of direct mail, do a certain amount of advertising and canvassing, and, as a result, he will do the prescribed amount of business. In this manner, the factory gets the dealers to thinking about their quotas in terms of the work which must be done in order to attain it rather than merely as a definite numerical quota of units to be sold. One of the most important things about a dealer's franchise is his agreement to follow out factory policies, and by so doing it paves

## Monroe Letterheads

—increased their results

90%

The J. A. Stransky Manufacturing Co. of Pukwana, South Dakota, recently wrote us:

*"In checking over the letterhead you made for us, we find that in a recent competitive test, your letterhead out-pulled a lithographed letterhead nearly two for one. To be exact, 3.8% to 2%."*

Letterheads DO make a selling difference. Just like personal salesmen. A well-dressed salesman with a real selling talk outsells an ordinary salesman many times over. And when you see the Portfolio of MONROE Letterheads, you'll understand why they can increase YOUR business. Send for it—today!

**MONROE**  
**LETTERHEAD CORP.**  
1001 Green Street  
Huntsville, Ala.

Send for FREE PENCIL

### Advertising that gets orders

[Your ad on Eversharp's, the nationally known pencils, in the hands of your customers]

it is

**Direct:** To your customer no matter where he may be.

**Personal:** A practical article of personal use appealing to everyone.

**Effective:** Brings your advertising to the user's attention a dozen times a day.

**Long Lasting:** Extra leads and erasers obtainable anywhere keeps them in use for years.

**Inexpensive:** You can reach 1,000 customers with 2 years of continuous advertising for 31c each.

**ORDER YOUR HOLIDAY REMEMBRANCES NOW!**

A sample Eversharp and full details will be sent Executives in exchange for this ad accompanied by your letterhead giving name and address.

Industrial Sales Dept.  
**The Wahl Company—Chicago**  
Manufacturers of  
**EVERSHARP & WAHL PEN**  
(Wahl Dealers in Every City)

YOUR AD HERE

**free** A booklet of facts "ARGENTINA AS A MARKET FOR AMERICAN PRODUCTS" mailed free on request

## Sell Your Product in Argentina

through  
**LA PRENSA**  
of Buenos Aires

An intimate knowledge of selling conditions is at your service, without cost, throughout the New York office of LA PRENSA.

Upon request, advertising and sales managers may obtain a thorough, unbiased and confidential survey on their specific problems.

For many years LA PRENSA has been the leading newspaper in South America, famous for its success as an independent and progressive organ.

LA PRENSA maintains its traditions of service by sending to the U. S. a representative, with long experience in the Argentine, to assist manufacturers here.

If you are interested in sales below the Equator, where the business peak is reached at the time of the summer slump in the U. S., write to

**JOSHUA B. POWERS**

Exclusive Advertising  
Representative

250 Park Avenue, New York

**LA PRENSA**

"South America's Greatest Newspaper"

## Binders for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

Made of heavy durable material, bound in Super-Finish Art Leather. The cover is finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

You will want a binder for your desk or library.

Price, \$2.00 each, postpaid

**SALES MANAGEMENT  
MAGAZINE**

4660 Ravenswood Ave. Chicago, Ill.

the way for the success of both. As tangible evidence of the success of these sales plans, there are in Bloomington five buildings which have been erected during the past eighteen months and financed entirely from the sales of Oil-O-Matic burners. This factory comprises 197,000 square feet of floor space.

Dealers are scattered throughout the entire United States. There is

a factory-trained Oilomatician in every city or town of importance in the United States and Canada. The list of foreign countries represented is an imposing one. In all of these countries the dealers are actively engaged in Oil-O-Matic sales. Not only all of Europe and South America but China, Japan, New Zealand and Australia are represented in the distributing organization.

## Teaching Salesmanship to Delivery Men

**M**ORE and more, is it becoming necessary for companies to teach salesmanship to the men who deliver their products. This necessity always existed, but the need for it has become more apparent since the development of automobile delivery. The automobile has made it possible for concerns to deliver a much greater percentage of their orders direct to buyers, than was possible in the old days.

The truck driver, who brought a load of merchandise to a freight station, did not require much training in salesmanship. The truck driver, today, who delivers orders direct to retailers, should at least know something about salesmanship. In many instances, the buyer, who was only half sold, does not try to cancel the order until the truck driver comes with the delivery. He, then, either refuses the shipment or accepts only part of it. If the driver knows something about salesmanship he can, in many instances, complete the sale which the salesman only partly finished, and get the buyer to accept the goods.

A number of companies have done a great deal to develop salesmanship among their delivery men. None of them, however, has gone further in this direction than some of the big milk companies. The modern milkman has to be a salesman. The Borden's Farm Products Company, Inc., for example, operating in New York and Chicago, handles wagon drivers just as any sales manager handles his salesmen. The company has a point

and sales-stimulation system under which its drivers operate, that would do credit to any company.

One of the things that the company does is to get its drivers close to their customers. It builds up their prestige and, in this way, gets their customers to regard them as the representatives of a great organization, rather than as merely milkmen. This is accomplished in many ways. A nice little piece of evidence of it was the card which the Borden men handed their customers recently, before leaving for their vacations. It reads:

"Dear Madam:

This is just to tell you that for the next two weeks another Borden man will have the privilege of serving you. That is because my two weeks' vacation, which my company gives me, starts tomorrow.

When it is ended I will be back on my route again, and glad to be serving you as usual. But in the meantime you can feel sure that the relief man who takes my place will keep your service up without interruption.

I have told him what your regular daily order is and whenever you want additional products if you will just leave a note for him, he will leave whatever you order.

The Borden Man."

The Frank B. White Company, of Chicago, has been appointed advertising agent for the Kalo Company, of Quincy, Illinois, producer of supplemental stock feeds, minerals and tonics.

# Radio Industry on Threshold of Real Prosperity

(Continued from page 346)

summer slump today exists more in the minds of the dealers and manufacturers than it does with the public.

With the gradual increase in summer business the exclusive radio dealer, who was the one to feel the summer slump most, is becoming a better dealer outlet for the manufacturers. In past years many manufacturers shied away from the exclusive dealer because hundreds of them went broke every summer. But now most of them are able to survive the hot weather, and also a higher type of merchant is going into the exclusive radio dealer field.

## The Best Radio Dealers

Even a year ago few manufacturers knew what kind of dealers made their best outlets, but most manufacturers today agree that the best outlets are the music shop, the exclusive radio dealer, the furniture store, and the electric shop.

"The music dealer is one of the best outlets for radio," states Mr. Fagen, "because he is so well equipped to handle it. Trouble was experienced with the music dealer because he was not willing to service his sets. He had been used to selling phonographs and other musical instruments which required no service attention and which gave him as large a profit as radio. He was therefore slow to sell radio, but he is today developing into one of the best radio dealers."

The furniture dealer is also well equipped to sell radio, and since radio has developed into a furniture product which has a definite decorative place in the home, and because he is experienced in time payment selling, the furniture dealer is a logical and successful radio dealer.

"The central service stations of the power and light companies are growing in importance as radio outlets," states Mr. Parker, of the Radio Corporation, "and will soon become a vital factor in radio

because they have a further interest in radio besides the mere profit from the sale of the sets. Many radios on the market today operate entirely from the electric light current, and the central service stations will push radio in order to increase the consumption of electricity. They will make excellent dealers, for they will have this added incentive to keep sets in constant operation and will therefore render good service."


Many manufacturers believe that the best market for radio today is in the rural and urban communities. "The city people have so many attractions to take them out of their homes that the radio does not mean as much to them as it does to the rural people," states Mr. Parker. "The radio corporation is today advertising in twenty-nine farm papers, so strongly does it believe in the rural radio market."

## Big Rural Market

It is also true that the rural market has not been worked to nearly the extent of the city market, the percentage of radios in city homes being much greater than in rural homes.

From present indications, this year should be the most successful year radio has ever seen in its brief career. One of the largest manufacturers of radio panels states that sales have been much greater this summer than formerly, and that many manufacturers have already bought their supplies of panels for the coming season, where before they waited until the latter part of September to place their orders.

The Pacific Mills of Boston, Massachusetts, has appointed Cowan, Dempsey & Dengler, Inc., of New York City, to handle their advertising beginning January, 1927. The company's advertising and sales promotion offices will be moved to New York City.



ON  
"GOSPEL HILL"


**A COUPON**  
Worth **CLIPPING**

The Folks on  
"GOSPEL HILL" MARION, OHIO

I AM INTERESTED IN GETTING  
ANEW LETTERHEAD TO INCREASE  
THE RESULTS OF OUR SALES  
LETTERS. SEND ME, WITHOUT  
OBLIGATION, THE COMPLETE  
PORTFOLIO OF  
"GOSPEL HILL"  
LETTERHEADS

Attach COUPON To YOUR LETTERHEAD

NAME \_\_\_\_\_



**13,126,090 Lines**

Dispatch advertising record first seven months of 1926, a gain of 1,110,699 over the corresponding period of 1925. The Dispatch exceeded all other Columbus newspapers combined by 1,736,902. In the first six months Dispatch exceeded the second largest Ohio newspaper by 2,047,726 lines.

**Net Paid Circulation**

City . . . . .	55,812
Suburban . . . . .	26,973
Country . . . . .	23,666
<b>Total Circulation</b>	<b>106,451</b>

Largest Circulation in  
Central Ohio

**The Columbus Dispatch**  
OHIO'S GREATEST HOME DAILY

# Do You Read *The Fourth Estate*

Registered U. S. Patent Office  
A Weekly Newspaper for Advertisers  
and Newspaper Makers

No. 1695

New York, August 14, 1926

33rd Year



## Studebaker's Rotogravure Newspaper Campaign a Supreme Test

Automobile Concern Expending \$200,000  
Outlay of \$2,400,000 in High

## Increased Earnings Per Share Linked With Advertising

Part of An Annual

## Rubber Company Spends \$1,000,000 in Newspapers to Earn Fifty Million Increase

Per Cent of Increased Earnings Enterprises

## Two Pages of Newspaper Advertising Start Business Off on a Swift Rush to Millions

Vice President of Canada Dry Tells How He Was Swayed  
and Company's Sales Grew Along

## Newspaper Ad Appropriations Move Upward Sharply

1924 Proves Ten Classes of

## Newspaper and Magazine Appropriations 241 National

## Comprehensive Explanation Balance Sheet

American; Cash

## Newspaper and Magazine in Eight Mich

THE FOURTH ESTATE, presents the Fifth of a WEEKLY SERIES  
comparisons, covering the larger cities and towns of the United States  
tioned rates of ten of the leading Magazines with circulation  
populations of over 10,000.

## Rotogravure! What Price? What Coverage?

62 Newspapers in 46 Cities Cover Major N  
By James P. Needham  
THE FOURTH ESTATE

## Newspaper Magic Builds Brand in Four Months

Advertising Director and Agency Head Tell Story  
Amazing Success in Sales Rush of New  
Million-dollar Publicity Campaign

By Thomas Bennett

## Sales Executives—

do you know what followed a re-adjustment of  
Willys-Overland schedules adding \$500,000  
to newspapers?\*

(See tabulation ten national advertisers  
August 21 issue The Fourth Estate)

How do 241 leading national advertisers  
divide their appropriations?

(See tabulation Fourth Estate July 31)

This is the sort of information The Fourth  
Estate publishes in volume, every week. An  
issue missed is an opportunity lost. Subscribe  
today. \$4 yearly.

\*Willys-Overland common stock earnings jumped 1579%

## t a Big sing

Their Daily  
Function

## herefore Service

Campaign for  
faults  
DRTER

## The Why Merc

The Pros

# *The* FOURTH ESTATE

25 WEST 43<sup>rd</sup> ST. NEW YORK

The Paper Is Circulator  
inducted by REEN ALBOTT  
ation is Kept Alive and Growing

ere the National Advertiser's Dollar Goes

## Sold 40,000 Whippet Cars in 51 Days

(Continued from page 348)

particular who told about the crowds that gathered when he stopped at a gas station, and asked us how we expected him to keep the Whippet a secret when the public was bold enough to raise the hood and crawl under the car to satisfy their curiosity.

As soon as every merchant in a region was supplied with a demonstration car, we began our local advertising, which was continued until every zone was ready to take orders. Not until then did we put on our national advertising campaign in the magazines. As a result of one day's ad, fifteen million people visited our 5,000 showrooms in one week. These figures are based on checks made at the door of each showroom; during the first four days of the week 62,176 visited the showroom in Chicago.

National distribution in one month may sound startling, but we believe any manufacturer whose new product is basically sound can obtain the same results by studying the demands of economic conditions and following the trend; protecting his distributor on obsolete models; arousing public interest through publicity articles; educating the salesmen in person rather than by letter; "selling" his merchants by samples and elaborate displays rather than windy talks and letters; explaining the vital necessity for a change of product; presenting specific merchandising ideas; and putting on local and national advertising campaigns.

I. Newman & Sons, Inc., 222 Fourth Avenue, New York City, manufacturer of P. N. Practical Front Corsets, have appointed Hommann, Tarcher & Cornell, Inc., to direct their advertising.

Hugh M. Smith, formerly of Hewitt, Gannon & Company and J. W. Gannon & Company, and more recently general manager of the Atia Corporation, New York City, has become associated with Frank Kiernan & Company, advertising agency of New York City.

## "Tell the world with music" They'll hear it a mile away



Malton Co.'s Outfit With Calliaphone Mounted Inside

## Positively World's Greatest Advertiser

# The Calliaphone

PRONOUNCE IT "KA-LI-A-PHONE"

The Calliaphone plays automatically from paper rolls, using standard ten tune electric piano rolls. Beautiful tones—"The First New Tone Heard in 40 Years." A Modern Pied-Piper that makes them Stop—LOOK—LISTEN. Can be heard a mile away—sounds like a massive giant pipe organ with enough calliope tone added to place it in a distinct tone class by itself.

### Fits any auto— plays automatically



ton truck Calliaphone outfit, ready to operate, painted ready for your lettering, only \$1,795.00 cash or \$1,895.00 on long term payments. Be the first to introduce a novelty that the public will never tire of.

Quickly mounted on any Automobile Chassis, or can be mounted in your light delivery cars. Every advertiser who has used them, has ordered more—they are enthusiastic. Let us tell you more about it, and figure with you on a plan to put your product before the people with the least cost. One man attends to the complete outfit.

Equip your salesmen with them and let them drive through the country telling your story with music as they go. Once heard—never forgotten. Do you want a demonstration—without obligation? Special this month—Complete Ford

Hear it nightly  
6:45 to 7:45  
Central time  
K-"TNT"  
333-1 meters

## TANGLEY CO.

213 Chestnut Street  
MUSCATINE :: IOWA

Prettiest music  
on the  
air  
K-"TNT"  
NIGHTLY

**Dairymen's League News**

**Favorite 5-Passenger Sedan**  
\$595 F.O.B.

**Stronger Overalls**

**Guaranteed for 3**

**Better Quality for Less Money**

**To Sell Motorcars or Overalls Always Win the Leaders First**



**I**N EVERY community, there are men who lead and men who follow. In "The New York City Milk Shed," the dairymen who lead are almost without exception members of the Dairymen's League and subscribers to the paper which they own and control.

These are the men who have organized and financed the huge cooperative dairy organization which supplies the largest milk market in the country. They are men of courage and conviction, active farmers milking an average of 16 cows each.

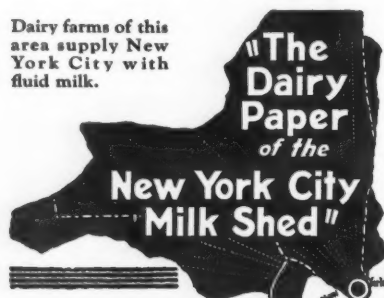
### *Easily Identified—Easily Visualized*

The readers of the Dairymen's League News form a very definite group united by a common interest—cooperative marketing. They are compressed within the limits of a clearly defined and accessible territory—"The New York City Milk Shed."

Similar in habits, customs and income, this group can be easily visualized for a strong appeal. Put your sales message before them in the columns of their own paper.

*A request will bring you Sample Copy and Rate Card*

Dairy farms of this area supply New York City with fluid milk.



## DAIRYMEN'S League NEWS

New York  
120 W. 42nd Street  
W. A. Schreyer, Bus. Mgr.  
Phone Wisconsin 6081

Chicago  
15 S. La Salle Street  
John D. Ross  
Phone State 3652

## Compensation Plan Evens Up Earnings

(Continued from page 362)

their bills. A man who is worried over financial matters certainly cannot be an enthusiastic salesman. He becomes discouraged, depressed, feels he is a failure—and he is a failure. We relieve our men of this worry by insuring them a steady income sufficient to meet the requirements of an average family."

The salaries being paid at present, Mr. Heberling said, range from \$175 to \$350 a month and bonuses have run as high as \$1,289.60 for a six months' period. The salesman who earned this bonus was drawing a salary of \$260 a month.

The contract with the salesmen stipulates that they buy new demonstrator cars and replace them every 90 days. Salesmen get a discount of 20 per cent and it is expected that they will be able to sell their cars at the end of 90 days for as much as they cost them. They must make a down payment of \$300 on the demonstrator and that is about all they ever pay, as they keep selling their used demonstrators and buying new ones. The branch finances the time payment deals for them. Gas and oil and service are furnished on a 50-50 basis and a salesman is entitled to a free wash and polish for his car every floor day.

### Has "Sales Management" Sent to His Home

"I get 'Sales Management' every issue, and it is one of the first I pick up after my dinner, if it's at my favorite chair. I take a great deal of pleasure in going over it, and it is an exception if I don't get some new idea from each issue.

"I have it sent to my home—that permits ample time and leisure, especially after dinner when I am usually in the mood. Thanks."—Enie Fink, Secy. and Gen. Mgr., Kalb Shoe Mfg. Co., Rochester, New York.

## We Found What Held Us Back

(Continued from page 356)

month is usually too great to warrant it.

As a result of our analysis of turnover, our stock moves ten and one-half times a year now, whereas the national average in hardware is three and one-half times.

The last few years have shown us the value of an invoice department that serves as gauge on the profit of everything we buy. We used to wonder what profit we were making on certain lines, and the old cross record system was by no means accurate. After the invoice on each bill of goods has been checked, we make up an analysis sheet on it. The first half of this sheet shows the actual invoice list and the actual selling price, and totals the invoice—net cost. The second half charges the profits we make on the goods against the actual selling price, giving the actual percentage on selling. These analysis sheets are brought down to the buyer every day.

To encourage closer relations with our customers we started what we call an "At Home Day" celebration at the store on Washington's birthday. For a couple of weeks our salesmen talked about it in their territories, telling customers to put a big red ring around the twenty-second, as the day when they and their families and their employees were to come in for a good time.

Two thousand of them came to get acquainted with us. As each customer came into the store, he was handed over to the salesman who sells his territory, and guided over the place from garret to cellar. He met hardware men from other sections, heard new angles of the hardware problem, compared, analyzed, had his eyes opened to new and old stock beyond anything possible through salesmen or catalog.

Not a single order was solicited that day. It was a day when ideas took precedence over selling. But February 22 is just ahead of the spring buying period.

## Shall Dallas Gather In Her Outskirts?

The Dallas Advertising League advocates extending the city's corporate limits until they include ALL of the urban community. Dallas would then be Texas' largest city by the counting of noses. Forty thousand Dallasites live outside the present limits.

New material would thus be created for advertising uses. Dallas would be the "largest" city in Texas and the Southwest.

But now up bobs the question as to what makes a "largest" city. Noses?

\* \*

What of those things by which markets are more carefully measured!

Bank clearings and debits run from 15 to 20 per cent higher for Dallas than for any other city in this region.

Postal receipts for Dallas are within 25 per cent of the combined receipts of the other three leading cities of Texas.

Dallas' wholesale trade exceeds that of any other two cities in the Southwest.

More northern and eastern

concerns maintain branches here than in all other Texas cities combined.

And finally, our city is easily first in (1) value of manufactured products; (2) individual income tax returns; (3) number and size of businesses with commercial ratings.

\* \*

What accounts for all this leadership? What has put this young city in the driver's seat?

Farms. Flourishing farms. And progressive enterprise.

Here, before the city came, were Texas' most fertile farmlands. Today one-third of all the wealth of Texas is in the Dallas trade-area — Prosperity Zone.

It is from the country round about that the city has drawn its ever-mounting strength.

\* \*

People of this section will tell you, too, that of all the forces tending to unite this community beneath the standard of a unified progress, none has compared in power with the people's one great newspaper—

## The Dallas Morning News

### YOUR MARKETS . . and how to reach them

Executives realize that markets can be divided into two major groups, (1) primary or industrial markets, and (2) secondary or merchandising markets. The explanation and location of these markets is part of the Dartnell Advertiser's Guide for 1926. How twenty-three leading industries split up their advertising appropriations is shown by means of colored charts. So far as we know this is the first time this has been done. Here an advertiser can ascertain what the average appropriation for advertising is for his business—he can learn ways to reach new markets.

The Dartnell Advertiser's Guide sells for three dollars and fifty cents. It will be sent to any rated company for examination. It will be found to be a valuable source of ideas to a president, a sales manager, or an advertising manager—if you do not agree, the Guide may be returned in two weeks and full credit will be given.

4660 Ravenswood Avenue

The Dartnell Corporation

CHICAGO, ILLINOIS

## If You Think You Could Put Some Real Effort and Enthusiasm into Selling Dartnell Materials—If You Can Talk Intelligently to Big Men— We'd Like to Get in Touch With You

We can, at the present time, add to our sales organization, Staff Representatives in several of the sales centers through the country. \ \ We are seeking the services of wide-awake, energetic men—not necessarily experienced salesmen, but men who have the personality and ability to talk WITH sales and advertising executives. \ \ It is not necessary that you should have had experience in our business, but YOU MUST HAVE the ability and disposition to work. We can put the right man in the way of earning a good living from the start; good men have earned and are earning \$5,000 and even more per year. You would have this chance with an excellent opportunity to increase it as you develop. Ours is a straight commission compensation plan, but with cooperation which enables you to produce a satisfying, immediate revenue. Address,

### The DARTNELL CORPORATION

Sales Department 4660 RAVENSWOOD AVENUE, CHICAGO, ILL.

G. & C. MERRIAM COMPANY  
SPRINGFIELD, MASS.



that well known and eminently successful old New England publishing house, unhesitatingly decided upon Keratol as the most practical covering material for the large edition of its "Webster's Little Gem Dictionary" putting it out under the name of Keratine. They also knew that it would not only give the book a rich appearance, but would stand the gaff of unusually hard service.

*Does this give you a thought?  
May we work it out for you?*

#### THE KERATOL COMPANY 350 Clifford and Keratol Sts., Newark, N. J.

"Webster" the Authentic  
Source of All English  
Words. "Keratol" the  
Source of All Words or  
Praise In Cover Mate-  
rial in any Language.



GENUINE  
**KERATOL**  
GUARANTEED  
REG. U. S. PATENT OFFICE  
"THE HIDELESS LEATHER"

## Why I Don't Believe in "Ballyhoo" Selling

(Continued from page 341)

I have in mind one man who, several years ago, had a territory down in Kansas. He went into a bad slump in his selling and somehow we couldn't even touch his trouble through the mail. We wrote him again and again and the replies that came back were absolutely hopeless. So we called him in to the home office with the intention of firing him. However, when we began to question him about conditions in his territory, he gave us a complete, intelligent discussion of them from A to Z. It baffled us—and after a careful talk with him, we let him go back to his territory.

He didn't show much improvement. After further correspondence, and after calling him in three more times, we saw that he was the kind of a man who simply couldn't put an idea on paper. By this time we were so discouraged with him that we wired him to come in for the fourth time. We were absolutely through, no joking this time. When he arrived we found he had just been married and had brought his bride with him.

### Needed Supervision

It seemed heartless to fire a man just then, so after a good bit of puzzling, someone suggested that we transfer him to a certain "Jonah" territory that wasn't far from our home office. It was such a bad territory we thought he'd soon get discouraged and quit.

He accepted our transfer and went out to work this district, reporting each week to the home office. Not only did his resignation fail to materialize, but before very long he had the "Jonah" territory out of the red and was beginning to pile up some black figures on the profit side of the ledger. The only thing in the world that saved that man—both for himself and for us—was direct supervision. No kind of artificial stimulation could have helped that situation; what that chap needed was some help in straight selling. There

are dozens of cases where we can see what closer supervision has done for our men. It can be used effectively, for instance, to cure the salesman who thinks he can't sell certain items in the line. We pack plain biscuits in big drums and experience has taught us that, through proper display, this item will build up good sales for almost any dealer. One of our men declared his dealers simply wouldn't take to this idea at all. Nothing doing. His territory was different.

Handicapped by his own conviction that drums wouldn't sell, this salesman had called on dealers and half-heartedly inquired, "You don't want a drum of biscuits, do you?" Of course the retailer didn't want them! A district manager went out with this salesman on his next round of calls and they sold 80 per cent of the dealers they visited! Realizing that he had been harboring a delusion, the man on the territory immediately began giving some attention to the drum-packed items. "I just didn't know how to sell them," he admitted in discussing the incident afterwards.

### The Biggest Factor

I am sold on this matter of personal supervision to improve straight selling because the human element is, and always will be, the most important factor in the management of a national selling organization. Outlets and competition and other factors can be charted with a fair degree of accuracy, but you can't frame a set of rules that will solve the problems of your individual salesmen. It would be exactly like trying to raise a number of children in a family by treating all of them alike. They need individual attention.

Let's take just one more case I remember, in which a salesman's problems were untangled by a period of personal supervision from his district manager. Not long ago it was necessary for us to transfer one of our men from a good Iowa territory out to Colorado. To replace him in his old territory we took a man from an adjoining district who jumped at the chance for changing because this Iowa section was a much better developed territory than his old one had been, and

current sales promised him an immediate and big increase in commissions.

Here's what happened: the minute this fellow got into his new land of milk and honey, he laid down on the job and sat back to watch his lithographed checks come in. The prospect of the rich harvest this new territory was going to yield had eclipsed all thought of continued and intensified personal selling effort on his part.

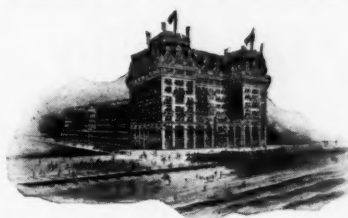
### No Need for Special Drives

The sales curve took a plunge in that territory. The district manager went out to see this chap, took a swing through the country with him, and within a short time the erring salesman awakened to the fact that he hadn't been putting anything into his new territory to keep the wheels going around.

Just now our business happens to be in the stage of development where the more general application of constructive selling is needed. We sell most of the desirable outlets in the states in which we operate. Now our task is to build up those outlets, to reinforce and strengthen them through helping the dealer to put into operation the right kind of selling plan in his biscuit department. As I see it, this sort of a problem will not yield to any kind of special drives, nor will it dissolve itself over night through the stimulation of the kind of enthusiasm among dealers which flares up like a rocket and then burns out. The only thing it will yield to is the persistent application of new and more constructive straight selling ideas.

The annual meeting of the Association of National Advertisers, Inc., will be held at the Ambassador Hotel in Atlantic City November 8-10, according to the recent announcement of Robert K. Leavitt, executive secretary. Detailed plans are to be announced later.

"Children," the Magazine for Parents, New York, has appointed Wilson & Galey, of Chicago, as its western advertising representatives. The first issue of this new magazine will be off the press September 25.



## The Breakers

Atlantic City, N. J.

Right on the Boardwalk  
Preferred—

In winter and all season — by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges—Orchestra—Dancing Garage on Premises

Joel Hillman  
President

Julian A. Hillman  
Vice-President

### \$124,342.25 Worth of Merchandise Sold by Letters

At a cost of only \$2,552.24. A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE for 50c. POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly, \$2.00 a year. Increase your sales and reduce selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send ad and 50c for sample.

POSTAGE, 18 E. 18 St., New York, N. Y.

### "99% MAILING LISTS"

Stockholders—Investors—Individuals—Business firms for every need, guaranteed—reliable and individually compiled.

Standard Charge \$5.00 Per Thousand

There is no list we can't furnish anywhere. Catalogue and information on request.

NATIONAL LIST CO.

851 Broad Street

Newark, N. J.

## PROVE IT! SHOW HIM THE LETTERS

If your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago

## TOYCO Promotion BALLOONS

There's a definite way to make Toyco Promotion Balloons increase sales. Ask us to tell you how.

Business Idea Dep't.

The TOYCRAFT RUBBER CO.  
ASHLAND, OHIO

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

## How We Locate Sales Ability

(Continued from page 340)

small and, in some cases, not wholly desirable types of trade outlets. In fact, the credit manager spotted more salesmen who could not sell in substantial volume to substantial outlets than even our divisional sales managers.

Our collection manager vies with the sales department in the introduction of our "Hall-Mark" specialties. For one of his practices in collections is to make a backward account so strongly desire our "Hall-Mark" specialties that they will pay up overdue obligations, knowing that they cannot expect to have an order shipped to them until their overdue account is balanced.

Our collection manager has repeatedly gone into the field in the case of a difficult collection. And while in the field, he has not only made the financial arrangements necessary for the payment of our account, but he has repeatedly convinced our customer that his best interest would be served by bringing our lines from the back of the store into the show windows.

It may be argued that our salesmen were at fault in not previously having accomplished these results. But any salesman knows that a high executive from headquarters, while on the spot and making special arrangements, can do things that Mr. Salesman with equal ability may never accomplish in his lifetime of contact with an account.

## LITHOGRAPHED LETTERHEADS

Produced in Black Ink on  
No. 1 20-LB. WHITE BOND

**\$1.20 Per Thousand**

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M    25 M lots \$1.45 per M  
50 M lots    1.25 per M    12½ M lots 1.70 per M  
[Minimum quantity 12½M]

Engravings made at actual labor cost

**PEERLESS LITHOGRAPHING CO., Inc.**  
1718 No. Robay Street, Chicago, Ill.

## Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

### POSITIONS WANTED

CONSIDERING A CHANGE IN SALES management? This advertisement is addressed to those who want increased sales—or who, wishing to retire, seek a seasoned executive. The advertiser is fully qualified by training and experience to give the kind of management that solves difficult problems (sales and others) in a permanent way. His sixteen years' experience has been divided between two manufacturing companies, and his references will meet the most exacting demands. Being 36 years old he couples the enthusiasm of youth with the more mature judgment of experience. He understands sales management and direction, organization, advertising, etc. His ideas about compensation are reasonable, providing an opportunity exists to make progress as he builds—and to properly support his family of five in the meantime. Interviews affording an opportunity for discussions are invited. Address Box 1192, Sales Management, 4660 Ravenswood Ave., Chicago.

SALES AND ADVERTISING MANAGER for \$2,000,000 manufacturer is open for contract with medium sized manufacturer. He possesses the creative and administrative capacities backed by excellent qualifications and experience to successfully merchandise any meritorious line of products. For present employer he has reduced sales expenses \$18,000 and increased sales \$360,000 this year. He is fully capable of assuming full charge of sales and advertising and securing national distribution on economical basis. He seeks connection on commission basis with guarantee, and where there is opportunity to obtain interest in firm after ability is proven. Age 27; married. His complete record may be secured by addressing Box 388, Memphis, Tenn.

EIGHT YEARS' SUCCESSFUL SALES experience, five of which was as sales promoter. Open for opportunity to represent manufacturer in Detroit and Eastern Michigan. Have an equipped office and a Buick; age 33. Address Box 1194, Sales Management, 4660 Ravenswood Ave., Chicago.

### ADVERTISING AGENCIES

SMALL ADVERTISERS WELCOME HERE—Advertising placed in all newspapers, magazines and trade publications—displayed and classified (want ads). Publishers rates, estimates and consultation without obligation. Martin Advertising Agency, 37 West 39th Street, New York.

### POSITIONS WANTED

SALES EXECUTIVE—A YOUNG MAN 32 years of age with exceptional record, has exhausted the probabilities of future promotion with his present connection and is looking for a new connection as general or sales executive. Now vice president in full charge of a manufacturing corporation in the South. Am only interested in a permanent proposition that will show remuneration commensurate with ability and effort. Will go anywhere on good opportunity. Salary \$8,500 to \$10,000. Address Box 1190, Sales Management, 4660 Ravenswood Ave., Chicago.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

### SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years sales promotion manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

### AGENCY SERVICE

THIRTY YEARS' EXPERIENCE AS A sales manager qualifies me to cooperate with employers in securing satisfactory sales managers and salesmen. Will call personally for instructions if desired. Salesmen's Service Association, Phone Harrison 7654. 309 S. LaSalle St., Chicago.

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## "GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents  
TORONTO    MONTREAL    WINNIPEG